INAYA MEDICAL COLLEGE (IMC)

Strategic Plan 2017-2022
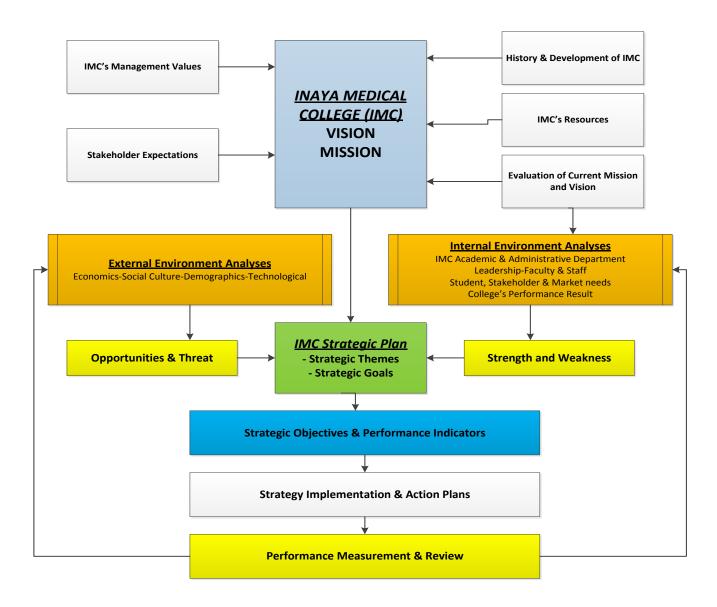
October 2016

Contents

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MEDICAL COLLEGE
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| IMC's Management Values | → | ***INAYA MEDICAL COLLEGE (IMC)*** VISION MISSION | ← | History & Development of IMC |

- IMC's Management Values → **INAYA MEDICAL COLLEGE (IMC) VISION MISSION**
- Stakeholder Expectations →
- ← History & Development of IMC
- ← IMC's Resources
- ← Evaluation of Current Mission and Vision

External Environment Analyses
Economics-Social Culture-Demographics-Technological

Internal Environment Analyses
IMC Academic & Administrative Department
Leadership-Faculty & Staff
Student, Stakeholder & Market needs
College's Performance Result

Opportunities & Threat

IMC Strategic Plan
- Strategic Themes
- Strategic Goals

Strength and Weakness

Strategic Objectives & Performance Indicators

Strategy Implementation & Action Plans

Performance Measurement & Review

Inaya Medical College Strategic Plan 2017-2022

Vision

IMC aspires to be a leader in applied medical sciences, health care education and research.

Mission

IMC is committed to develop highly qualified and competent graduates able to provide leadership and excellence in services to meet the health needs of the nation and the global community through wide range programs, globally competitive faculty, state-of-the art infrastructure, and a diverse environment with enriched engagements. We seek to provide outreach services to the public through education, patient care, community activities, and research applications.

Values:

IMC value the individual self-esteem and welfare of those with whom we teach, study, work and serve. The core values that guide IMC conduct, performance and decisions that form the foundation of its relationships are:

- Learning- actively encourages life-long learning for our students and ourselves.
- Leadership – reflected in courage, honor, professionalism, transparency, and vision.
- Excellence – to be distinguished, enthusiastic, passionate and achieve the highest standards in effectiveness, efficiency.
- Integrity – to be honest, accountable, reliable, and ethical.
- Creativity – to be curious, open, and innovative
- Compassion – to treat others with caring, kindness, empathy, and social responsibility.
- Dedication –to be committed to IMC mission.
- Service – to understand and respond to the needs of individuals and the community
- Collegiality – reflected in collaboration, partnership, sense of community, and teamwork.

Graduate Attributes (Proposed)

Graduate should be:

Attribute 1	Well-disciplined and committed to hard work and a high standard of productivity.
Attribute 2	Able to apply the knowledge and skills to a diverse and competitive work environment.
Attribute 3	Able to think critically, analyse and solve problems.
Attribute 4	Have a high degree of competence in using information and communication technology.
Attribute 5	Professionally competent and up-to-date in their field of specialization in a changing global environment.
Attribute 6	Gather and process knowledge from a variety of sources, and communicate effectively in written and spoken English.
Attribute 7	Effectively demonstrate and apply good interpersonal skills in team work and leadership roles.
Attribute 8	Committed to self -development through lifelong learning.
Attribute 9	Socially responsible citizens aware of contemporary issues in contributing to national development.
Attribute 10	Able to demonstrate and apply their entrepreneurial skills.

Strategic Themes

Strategic Theme 1: Support excellence in teaching and learning.

Strategic Theme 2: Increase student access and success.

Strategic Theme 3: Acquire acomprehensive learning community.

Strategic Theme 4: Promote Research and Applied Research.

Strategic Theme 5: Improve Community Engagement and Development.

Strategic Theme 6: Enhance College Infrastructure and College Resources.

Strategic Theme 1: Support excellence in teaching and learning.

Strategic Goal 1.1 Enhance quality of the academic programs.

Strategic Goal 1.2 Institute excellence in teaching and learning.

Strategic Goal 1.3 Provide integrated academic resources for student support and engagement.

Strategic Goal 1.1 Enhance quality of the academic programs

Strategic Objective 1.1.1 Develop new programs based on Saudi Community's future needs.

Strategic Objective 1.1.2 Improve current IMC's programs to retain focus on local community needs.

Strategic Objective 1.1.3 Ensure student access, success and progress in the preparatory year.

Strategic Goal 1.2 Institute excellence in teaching and learning.

Strategic Objective 1.2.1 Apply standards of excellence in teaching and learning.

Strategic Objective 1.2.2 Support highly skilled faculty members in support of academic excellence.

Strategic Objective 1.2.3 Maintain flexible pedagogies that support new ideas in instructional delivery.

Strategic Goal 1.3 - Provide integrated academic resources for student support and engagement.

Strategic Objective 1.3.1 - Increase student access to learning resources and academic services support in all programs.

Strategic Objective 1.3.2 - Promote student engagement in the learning process.

Strategic Objective 1.3.3- Expand student learning activities through field experience in well-known healthcare industries.

Strategic Goal 1.1 Enhance quality of the academic programs

Strategic Objective 1.1.1 Develop new programs based on Saudi Community's future needs.

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Strategic Objective 1.1.3 Ensure student access, success and progress in the preparatory year.

Strategic Objective 1.1.1 Develop new programs based on Saudi Community's future needs.

SAI. 1.1.1.1 Collect and analyze data and information on the Healthcare industry needs as workforce in the kingdom in general and Riyadh area as "Focus Area".

SAI. 1.1.1.2 Collect and analyze data on student enrollment in different healthcare programs.

SAI. 1.1.1.3 Collect and analyze data anticipated costs for decisions on IMC's program changes to respond to the new Healthcare industry needs.

S.A.I 1.1.1.4 Develop program expansion, addition and reduction Plans that focus on highly demand careers by Saudi Health care Market.

Strategic Objective 1.1.2 Improve current IMC's programs to retain focus on local community needs.

S.A.I. 1.1.2.1 Maintain consistent and appropriate identification and assessment of student learning outcomes.

S.A.I. 1.1.2.2 Use the result of student learning outcome assessment to improvement program competencies.

S.A.I.1.1.2.3 Develop recruitment and retention strategies for the students in each program using up-to-date tracking system.

S.A.I.1.1.2.4 Establish program advisory board committees and to use its inputs to improve the programs

Strategic Objective 1.1.3 Ensure student access, success and progress in the preparatory year.

S.A.I 1.1.3.1 Accelerate and integrate pedagogies in Math, English, and the basic medical science courses.

S.A.I 1.1.3.2 Improve fall-to-fall retention rates among students enrolled in the preparatory year/program.

S.A.I 1.1.3.3 Develop and improve education program partnerships within and outside the college to support improving basic skills to Increase student success in transitional preparatory program.

S.A.I 1.1.3.4 Increase the number and quality of student transitions from secondary school by recruiting high quality students.

Strategic Goal 1.2 Institute excellence in teaching and learning.
Strategic Objective 1.2.1 Apply standards of excellence in teaching and learning.

Strategic Objective 1.2.2 Support highly skilled faculty members in support of academic excellence.

Strategic Objective 1.2.3 Maintain flexible pedagogies that support new ideas in instructional delivery.

Strategic Objective 1.2.1 Apply standards of excellence in teaching and learning.

S.A.I 1.2.1.1- Recognize good practice in quality instruction from faculty members.

S.A.I 1.2.1.2- Encourage and support opportunities for faculty pedagogical development workshops/training.

Strategic Objective 1.2.2 Support highly skilled faculty members in support of academic excellence.

SAI 1.2.2.1- Improve opportunities for faculty members to engage in professional development.

SAI 1.2.2.2 Integrate planning and support for excellence in teaching and learning among Professional

SAI 1.2.2.3 - Develop Center for Excellence in Teaching and Learning at the college level.

Strategic Objective 1.2.3 Maintain flexible pedagogies that support new ideas in instructional delivery.

S.A.I 1.2.3.1 Adopt and implement a technology plan to improve the technology infrastructure to support the instructional programs of IMC.

S.A.I 1.2.3.2 Enhance variety of courses and academic support-student services that improve student success such as extra-online tutoring.

S.A.I 1.2.3.3 Continue to identify, implement and support flexible options for class schedules and delivery of services.

Strategic Goal 1.3 - Provide integrated academic resources for student support and engagement.

Strategic Objective 1.3.1 - Increase student access to learning resources and academic services support in all programs.

Strategic Objective 1.3.2 - Promote student engagement in the learning process.

Strategic Objective 1.3.3- Expand student learning activities through field experience in well-known healthcare industries.

Strategic Objective 1.3.1 - Increase student access to learning resources and academic services support in all programs.

SAI. 1.3.1.1 Improve the academic tutoring and advising to support academic achievement of the students in all levels.

Strategic Objective 1.3.2 - Promote student engagement in the learning process.

S.A.I 1.3.2.1 Evaluate and improve first-year foundation courses and other Basic medical science courses to meet the requirements of each academic program.

S.A.I 1.3.2.2 Evaluate students experience and plan for improvement.

Strategic Objective 1.3.3- Expand student learning activities through field experience in well-known healthcare industries.

S.A.I 1.3.3.1 - Expand internship/co-op activities in different stage to cover more than one healthcare industry.
S.A.I 1.3.3.2 Improve the leadership skills by training for the students inside the college before advanced learning opportunities in the Co-op program.

Strategic Theme 2: Increase student access and success.

Strategic Goal 2.1 Facilitate student success through recruiting, assessment and academic structure and policies.

Strategic Goal 2.2 Support retention for the students by increase study options and access for the student through different study pathways in IMC's programs.

Strategic Goal 2.1 Facilitate student success through recruiting, assessment and academic structure and policies.

Strategic Objective 2.1.1 – Strengthen student academic support services by enhancement of recruitment, assessment and admissions processes.

Strategic Objective 2.1.2 - Improve student customer services to ensure appropriate and adequate student services at convenient hours and in both IMC's campuses (Male & Female).

Strategic Objective 2.1.3 –Develop a comprehensive enrollment management plan

Strategic Objective 2.1.1 – Strengthen student academic support services by enhancement of recruitment, assessment and admissions processes.

SAI.2.1.1.1 Continue to streamline admissions and registration processes.

SAI.2.1.1.2 Provide clear and comprehensive communications and assistance to students on admissions and registration.

SAI.2.1.1.3 Maintain a student profile that includes the key attributes (such as majoring, academic standing, remaining courses and admit category)

SAI.2.1.1.4 Implement additional strategies to assist new transfer and/or readmit students.

SAI.2.1.1.5 Review course content and curriculum in addition to the class scheduling to achieve the target of graduation period.

Strategic Objective 2.1.2 - Improve student customer services to ensure appropriate and adequate student services at convenient hours and in both IMC's campuses (Male & Female).

SAI.2.1.2.1 Establish "Student-Customer Service" to enhance high quality services.

SAI.2.1.2.2- Improve student customer services by providing auxiliary services through Information Technology.

SAI.2.1.2.3- Provide superior and an adequate student services in male and female campuses equivalently.

SAI.2.1.3.4 Use the social media to achieve proactive communications with students, especially on admission requirements, student records and financial reminder

Strategic Objective 2.1.3 –Develop a comprehensive enrollment management plan

SAI.2.1.3.1 Develop enrollment management strategies designed to meet student needs.

SAI.2.1.3.2 Establish ongoing recruitment activities in targeted other Saudi cities rather than Riyadh area.

SAI.2.1.3.3 Provide merit-based scholarship programs to talents admitted students.

SAI.2.1.3.4 Enhance transfer initiatives by attracting new transfer students from other colleges and universities.

SAI.2.1.3.5 Expand the variety of health care programs to attract new students.

Strategic Goal 2.2 Support retention for the students by increase study options and access for the student through different study pathways in IMC's programs.

Strategic Objective 2.2.1 - Develop and implement retention plan to support continuing students.

Strategic Objective 2.2.2 - Expand the financial support services for the students and improve the scholarship program.

Strategic Objective 2.2.3 - Provide co-curricular learning environment.

Strategic Objective 2.2.4 - Multiply advising services through different strategies

Strategic Objective 2.2.1 - Develop and implement retention plan to support continuing students.

SAI.2.2.1.1 Improve foundation/preparatory year success.

SAI 2.2.1.2 Improve first-Year academic success

SAI 2.2.1.2 Enhance career development services for first-year and undecided students.

SAI.2.2.1.2 Work proactively to identify students at academic risk(lower boundaries students and assist them.

SAI.2.2.1.3 Apply different strategies for tutoring students such as student-student tutoring, faculty-student tutoring, etc,.

SAI.2.2.1.4 Continue regular data reviews and advise the academic counselor to improve retention.

Strategic Objective 2.2.2 - Expand the financial support services for the students and improve the scholarship program.

SAI 2.2.2.1 improve Ministry of Education Scholarships program.

SAI 2.2.2.2 allocate more financial aid supports and funds for the students.

SAI 2.2.2.3 Recruit the students and involvement in research project.

SAI 2.2.2.4 Establish paid co-op programs by active involvement of healthcare companies.

Strategic Objective 2.2.3 - Provide co-curricular learning environment

SAI 2.2.3.1 enhance student co-curricular learning through athletics experience

SAI 2.2.3.2 Promoting a user-friendly campus environment.

SAI 2.2.3.3 engage the students in leadership activities by connecting students with community.

SAI 2.2.3.4 activate the participation out the classes between IMC's faculty members and students.

Strategic Objective 2.2.4 - Multiply advising services through different strategies.

SAI 2.2.4.1 Enhance Academic policy, process and procedure (PPP) Advising

SAI 2.2.4.2 Provide professional and regular training programs for advisors.

SAI 2.2.4.3Enhance Technology and develop automated system for the advisors..

SAI 2.2.4.4Implement an academic advising quality assessment.

Strategic Theme 3: Acquire a comprehensive learning community.

Strategic Goal 3.1 Recruit, retain, and support highly qualified and committed faculty and staff.

Strategic Goal 3.2 Promote Diversity and Inclusion within IMC's student, faculty, and staff.

Strategic Goal 3.3 Develop plan that create a culture consistent with IMC's values.

Strategic Goal 3.1 Recruit and retain highly qualified and committed faculty and staff.
Strategic Objective 3.1.1 – Improve recruiting, hiring processes for IMC's faculty and staff.

Strategic Objective 3.1.2-Increase retention of faculty and Staff.

Strategic Objective 3.1.3-Invest in leadership development and provide professional opportunities to support institutional effectiveness.

Strategic Objective 3.1.1 – Improve recruiting, hiring processes for IMC's faculty and Staff.

SAI 3.1.1.1 Develop and analyzea comprehensive employee profile (Faculty & Staff).

SAI 3.1.1.2 Provide training and support recruitment searching committee.

SAI 3.1.1.3 Develop, implement and review recruitment and hiring policy and procedures.

SAI 3.1.1.4Increase Faculty & Staff Diversity and achieve Saudization target.

Strategic Objective 3.1.2 - Increase retention of faculty and Staff.

SAI 3.1.2.1 Enhance and improve orientation and induction process for new IMC's members.

SAI 3.1.2.2 Implement an effective performance evaluation for the faculty and staff .

SAI 3.1.2.3 Provide professional training and development program to faculty and staff .

SAI 3.1.2.4 Develop policy on the academic load toward merit pay raises.

SAI 3.1.2.5 Increase engage for the faculty and staff and their families with IMC's community.

Strategic Objective 3.1.3-Invest in leadership development and provide professional opportunities to support institutional effectiveness.

SAI 3.1.3.1 Develop professional development plan to improve leadership skills for all mangers/ leaders.

SAI 3.1.3.2 Implement leadership plan for faculty and staff based on assessed needs programs for nominated individuals.

SAI 3.1.3.3 Develop and implement succession plans.

SAI 3.1.3.4 Encourage and support recognitions of innovation and best practices for all employees.

Strategic Goal 3.2 Promote Diversity and Inclusion within IMC's student, faculty, and staff.
Strategic Objective 3.2.1 – By maintaining the growth of college, IMC will increase sensitivity and awareness to the diversity for all employees.

Strategic Objective 3.2.2- Improve IMC services and activities to highlight the needs of multicultural students.

Strategic Objective 3.2.1 – By maintaining the growth of college, IMC will increase sensitivity and awareness to the diversity for all employees.

SAI 3.2.1.1 Enhance multicultural awareness for the student, staff and faculty by providing inclusion experience.

SAI 3.2.1.2 Establish diversity plan that reflectscommunities needs and increase the diversity and encourages succession planning and includes a commitment to diversity.

SAI 3.2.1.3 Support non-saudi students enrollment and enhance global awareness activities.

Strategic Objective 3.2.2- Improve IMC services and activities to highlight the needs of multicultural students.

SAI 3.2.2.1 Recruit and retain multicultural students by providing services experience close to their culture.

SAI 3.2.2.2 Decrease gaps in student achievement and access by expanding multicultural and inclusion activities.

SAI 3.2.2.3 Enrich enrollment of multicultural students by addressing outreach and retention efforts for IMC's population.

Strategic Goal 3.3 Develop plan that create a culture consistent with IMC's values.

Strategic Objective 3.3.1 – Support college-wide involvement communication, and interaction between students, staff and faculty members of IMC.

Strategic Objective 3.3.2- Develop and implement efficient and effective management system for staffing procedures and the policies.

Strategic Objective 3.3.1 – Support college-wide involvement, communication and interaction between students, staff and faculty members of IMC.

SAI 3.3.1.1 Implement an equal opportunities among faculty, staff, and students that enhance building community-wide involvement.

SAI 3.3.1.2 Continue corporations between college council and department councils and communities to promote the college's mission, vision, andvalues.

SAI 3.3.1.3 Maintain monthly newsletter, enrichment of IMC's website and employee handbook that support knowledge of college and departmental information.

SAI 3.3.1.4 Increase utilization of social media as sources for connection and information, among students and IMC's staff & faculty members.

SAI 3.3.1.5 Establish a shared calendar information online for college events, important dates, professional development opportunities.

Strategic Objective 3.3.2- Develop and implement efficient and effective management system for staffing procedures and the policies.

SAI 3.3.2.1 Systemize and link job descriptions, unit plans, and performance evaluation processes at the personnel and units level

SAI 3.3.2.1 Re-organize and Re-structure IMC units operations process to enhance staffing efficiencies.

Strategic Theme 4: Promote Research and Applied Research.

Strategic Goal 4.1 Allocate resources to develop needs-based research college.

Strategic Goal 4.2 Strengthen research partnership and engagement.

Strategic Goal 4.1 Allocate resources to develop needs-based research college.

Strategic Objective 4.1.1 – Provide a supportive environment for research projects, including appropriate staff, administrative and technical services, facilities and infrastructure needs.

Strategic Objective 4.1.2- Encourage academic focus upon research leading to innovation and improved outcomes. Recognize and reward faculty and student research initiatives.

Strategic Objective 4.1.1 – Provide a supportive environment for research projects, including appropriate staff, administrative and technical services, facilities and infrastructure needs.

SAI 4.1.1.1.   Define program requirements before initiating any research projects.

SAI 4.1.1.2.   Allocate staff, facilities and administrative services in support of designated research projects

SAI 4.1.1.3.   Update staff knowledge and technical capabilities through seminars and workshops in preparation for designated research activities.

SAI 4.1.14.   Annually review staffing, support services, and facilities, and identify requirements for ongoing and proposed research projects.

Strategic Objective 4.1.2- Encourage academic focus upon research leading to innovation and improved outcomes. Recognize and reward faculty and student research initiatives.

SAI 4.1.2.1.Establish standards and requirements for academic/professional recognition and awards.

SAI 4.1.2.2 Publicize awards programs and relevant criteria, and recognize recipients before the college and professional communities.

Strategic Goal 4.2 Strengthen research partnership and engagement.

Strategic Objective 4.2.1- Cooperate with the business community and local institutions to identify research opportunities, needs, and priorities.

Strategic Objective 4.2.2-Build sustainable research partnerships with government, the business community, and other colleges.

Strategic Objective 4.2.1- Cooperate with the business community and local institutions to identify research opportunities, needs, and priorities

SAI 4.2.1.1   Identify the research opportunities and needs for Inaya Medical College.

SAI 4.2.1.2   Identify local and regional organizations having interests in similar research activities.

SAI 4.2.1.3   Consult with institutions having interest and/or expertise relevant to research project initiatives to clarify associated needs and priorities.

Strategic Objective 4.2.2- Build sustainable research partnerships with government, the business community, and other colleges.

SAI 4.2.2.1   Identify the nature and scope of cooperative research initiatives with targeted representatives of the local business community, government agencies, NGOs and educational institutions, defining partner roles and responsibilities..

SAI 4.2.2.2   Identify local and regional institutions with relevant expertise, capacity and interest in the proposed research.

SAI 4.2.2.3   Establish and maintain contact with those institutions, through regular visits, mailings, and discussions..

Strategic Theme 5:Improve Community Engagement and Development.

Strategic Goal 5.1 Support social and nonprofit organizations.

Strategic Goal 5.2 Provide educational opportunities to meet current needs and emerging workforce development.

Strategic Goal 5.1 Support social and nonprofit organizations.

Strategic Objectives 5.1.1 Actively engage in community outreach, engagement and development.

SAI 5.1.1.1   Encourage faculty members, staff and students to do volunteer work.

SAI 5.1.1.2Provide financial and management consulting services to charitable organizations on a complimentary basis.

SAI 5.1.1.3 Host activities and events for social and charitable organization on the university campus.

SAI 5.1.1.4   Improve the communication with the community by using the media and the website.

Strategic Goal 5.2 Meet the current and future needs for the healthcare community by emerging workforce development.

Strategic Objectives 5.2.1 Increase business support and outreach to new healthcare industries.

SAI 5.2.1.1   Establish a data base for targeted healthcare client and industries.

SAI 5.2.1.2   Collaborate with recruitment agencies to respond to community's workforce needs.

Strategic Theme 6: Enhance College Infrastructure and College Resources.

Strategic Goal 6.1 Plan and maintain facilities and infrastructure for effective and sustainable campuses.

Strategic Goal 6.2 Evaluate , utilize and maintain IMC's infrastructure and facilities for its adequacy for educational , non-curricula activities.

Strategic Goal 6.1 Plan and maintain facilities and infrastructure for effective and sustainable campuses.

Strategic Objectives 6.1.1 Design and implement facility and infrastructure master plan to meet the college' needs.

SAI 6.1.1.1   IMC maps out facilities and infrastructure surveying to identify current and future resources for IMC's communities.

SAI 6.1.1.2 Provide a plan to improve the college capabilities focusing on the infrastructure building expanding to create supportive professional resources.

SAI 6.1.1.3 IMC implement an action plan of targeted improvements to college infrastructure and to facilitate faculty, employee, community and student participation in college life.

SAI 5.1.1.4   IMC will develops mechanisms to monitor and evaluate the performance of all support units in keeping with targeted goals outlined in the action plan.

Strategic Objectives 6.2 Evaluate , utilize and maintain IMC's infrastructure and facilities for its adequacy for educational , non-curricula activities.

SAI 6.2.2.1   Evaluate and measure classrooms and laboratories equipped with necessary technological and physical property.

SAI 6.2.2.2 Supports maintenanceof IMC's buildings and upgrading Information Technology to be at an efficient operations level and to provide high quality learning environments..

SAI 6.2.2.3 Enhance security and safety planning and training to support safe campuses.

SAI 6.2.2.4 Increase the quality of students life by providing an attractive non-curricula facilities that foster campus community of scholars.

-Strategic Theme 1: Support excellence in teaching and learning.

Strategic Goal 1.1 Enhance quality of the academic programs.

Strategic Objective 1.1.1 *Develop new programs based on Saudi Community's future needs.*

Strategic Initiatives	Owner	Outcome Measure	Timeframe
SAI. 1.1.1.1 Collect and analyze data and information on the Healthcare industry needs as workforce in the kingdom in general and Riyadh area as "Focus Area".	Dean of college Admission and Registration Deanship Marketing & Public Relations Unit. Alumni unit	Well-defined list of the Healthcare industry needs as workforce in the kingdom in general and Riyadh.	January 2017-April 2017
SAI. 1.1.1.2 Collect and analyze data on student enrollment in different healthcare programs.	Admission and Registration Dept	Database for student enrollment distributed into different healthcare programs.	May. 2017-July. 2017
SAI. 1.1.1.3 Collect and analyze data anticipated costs for decisions on IMC's program changes to respond to the new Healthcare industry needs.	Dean of college Financial Department	Feasibility Study of the new program	August. 2017-Sep. 2017
S.A.I 1.1.1.4 Develop program expansion, addition and reduction Plans that focus on highly demand careers by Saudi Health care Market.	Dean of college/Departments Chairs	Well-defined plan for expanding the program	Year round

Strategic Objective 1.1.2 *Improve current IMC's programs to retain focus on local community needs.*

Strategic Initiatives	Owner	Outcome Measure	Timeframe
S.A.I. 1.1.2.1 Maintain consistent and appropriate identification and assessment of student learning outcomes.	Dean of college Department chairs	Approved mechanism to assess student-learning outcomes. Samples of learning outcomes assessments	Feb 2017-April 2017 Year round

S.A.I. 1.1.2.2 Use the result of student learning outcome assessment to improvement program competencies.	Dean of college Department chairs	Well-defines action plans to improvement program competencies based on the result of student learning outcome assessment	June. 2017-Sep. 2017
S.A.I.1.1.2.3 Develop recruitment and retention strategies for the students in each program using up-to-date tracking system.	Admission and Registration Dept. Marketing & Public Relations Unit.	Set of approved strategies to retain students in each program. Increase rate of the number of students in each program.	Oct, 2017- May, 2018 Oct, 2018
S.A.I.1.1.2.4 Establish program advisory board committees and to use its inputs to improve the programs	Dean of college/Departments Chairs	Established program advisory board committees with clear tasks and responsibilities. Number of improvements and recommendations from these committees	August. 2017-Sep. 2017 Year round

Strategic Objective 1.1.3 Ensure student access, success and progress in the preparatory year.			
Strategic Initiatives	Owner	Outcome Measure	Timeframe
S.A.I 1.1.3.1 Accelerate and integrate pedagogies in Math, English, and the basic medical science courses.	Dean of college Department chairs	Action plan to accelerate and integrate pedagogies in Math, English, and the basic medical science courses	Sep, 2018- Jan 2019
S.A.I 1.1.3.2 Improve fall-to-fall retention rates among students enrolled in the preparatory year/program.	Department chairs Academic Advising Center	Action plan to improve fall-to-fall retention rates among students enrolled in the preparatory year/program. Improved fall-to-fall retention rates.	Sep, 2018- Jan 2019 Sep, 2019
S.A.I 1.1.3.3 Develop and improve education program partnerships within and outside the college to support improving basic skills to Increase student success in transitional preparatory program.	Dean of college Department chairs Marketing & Public Relations Unit.	Action Plan to conduct agreements with external bodies to support improving basic skills to Increase student success in transitional preparatory program. Number of agreements with external bodies.	Sep, 2019 Aug, 2020

S.A.I 1.1.3.4 Increase the number and quality of student transitions from secondary school by recruiting high quality students.	Dean of college Admission and Registration Dept. Marketing & Public Relations Unit	Action plan to recruit high quality student from secondary school. Number of high quality student who register in the college.	Jan, 2018- Feb 2018 Sep, 2019

Strategic Goal 1.2 Institute excellence in teaching and learning.

Strategic Objective 1.2.1 Apply standards of excellence in teaching and learning.

Strategic Initiatives	Owner	Outcome Measure	Timeframe
S.A.I 1.2.1.1- Recognize good practice in quality instruction from faculty members.	Quality Unit/Departments Chairs	Number of recognized good practice in quality instruction from faculty members. Action plan to share good practice in quality instruction to the other faculty members.	Sep, 2017 – Feb, 2018 Year round
S.A.I 1.2.1.2- Encourage and support opportunities for faculty pedagogical development workshops/training.	Quality Unit	Action plan for pedagogical development workshops/training. Total number of the conducted workshops. 2 workshops / a year Faculty Satisfaction Survey	Oct, 2017 Year round

Strategic Objective 1.2.2 *Support highly skilled faculty members in support of academic excellence.*

Strategic Initiatives	Owner	Outcome Measure	Timeframe
SAI 1.2.2.1- Improve opportunities for faculty members to engage in professional development.	College Vice Dean for Academic Affairs and Administrative Development	Action plan for Improve opportunities for faculty members to engage in professional development. Total number of the conducted workshops. 2 workshops / a year Faculty Satisfaction Survey	Oct, 2017 Year round
SAI 1.2.2.2 Integrate planning and support for excellence in teaching and learning among Professional.	Dean of college Quality Unit	Well-defined plan to support excellence in teaching and learning among Professional. Total number of the conducted workshops. 2 workshops / a year Evaluation of Faculty member performance.	Nov, 2018 Year round At the end of academic year.
SAI 1.2.2.3 - Develop Center for Excellence in Teaching and Learning at the college level.	Dean of college Quality Unit Department chairs	Existence of Center for Excellence in Teaching and Learning	Sep, 2020 – Jan, 2021

Strategic Objective 1.2.3 *Maintain flexible pedagogies that support new ideas in instructional delivery.*

Strategic Initiatives	Owner	Outcome Measure	Timeframe
S.A.I 1.2.3.1 Adopt and implement a technology plan to improve the technology infrastructure to support the instructional programs of IMC.	IT Department Admission and Registration Dept. Department chairs Quality Unit	A functional, paperless on-line service system throughout the university. An efficient and reliable online admission, registration and enrollment service. An efficient, effective and paperless system of communication and information dissemination	Jan, 2017 – Jan 2022
S.A.I 1.2.3.2 Enhance variety of courses and academic support-student services that improve student success such as extra-online tutoring.	IT Department Department Chairs	Technology infrastructure enhancement plan. Improved LMS More than 80% of courses materials are uploaded on LMS	Jan, 2017 – Jan 2022

S.A.I 1.2.3.3 Continue to identify, implement and support flexible options for class schedules and delivery of services.	Admission and Registration Dept. IT Department Department Chairs	An efficient and reliable online admission, registration and enrollment service.	Nov, 2018 – Nov, 2019

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Strategic Goal 1.3 - Provide integrated academic resources for student support and engagement.

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Strategic Objective 1.3.1 - Increase student access to learning resources and academic services support in all programs.

Strategic Initiatives	Owner	Outcome Measure	Timeframe
SAI. 1.3.1.1 Improve the academic tutoring and advising to support academic achievement of the students in all levels.	Dean of College Departments Chairs	Well-established academic, tutoring and advising system. Results of Students Evaluation. Available reports student achievement of fundamental competencies valued by employers	Jan, 2018 – Jan 2019 Year round

Strategic Objective 1.3.2 - Promote student engagement in the learning process.

Strategic Initiatives	Owner	Outcome Measure	Timeframe
S.A.I 1.3.2.1 Evaluate and improve first-year foundation courses and other Basic medical science courses to meet the requirements of each academic program.	Dean of College Departments Chairs	Number of improved courses.	Sep, 2018 – June 2019
S.A.I 1.3.2.2 Evaluate students experience and plan for improvement.	Departments Chairs	Developed procedures of evaluating student experience. Action plan to for improvement. Results of student surveys Employer Satisfaction Survey	Sep, 2017 – Sep, 2022

Strategic Objective 1.3.3- Expand student learning activities through field experience in well-known healthcare industries.

Strategic Initiatives	Owner	Outcome Measure	Timeframe
S.A.I 1.3.3.1 - Expand internship/co-op activities in different stage to cover more than one healthcare industry.	Departments Chairs Clinical training unit.	Number of agreements with external bodies. Achievement report for student learning activities	Aug, 2018 – Aug, 2020

		Total number of the conducted activities. . 2 workshops / a semester	
S.A.I 1.3.3.2 Improve the leadership skills by training for the students inside the college before advanced learning opportunities in the Co-op program.	Departments Chairs	Total number of the conducted activities. . 2 workshops / a semester Number of students who play successful leadership role in the different activities.	Aug, 2018 – Aug, 2022

Strategic Theme 2: Increase student access and success.

Strategic Goal 2.1 Facilitate student success through recruiting, assessment and academic structure and policies.

Strategic Objective 2.1.1 – Strengthen student academic support services by enhancement of recruitment, assessment and admissions processes.

Strategic Initiatives	Owner	Outcome Measure	Timeframe
SAI.2.1.1.1 Continue to streamline admissions and registration processes.	Admission and Registration Dept. Marketing and Public Relation Unit	Student satisfaction survey about the registration process	Sep, 2017 – Sep 2022
SAI.2.1.1.2 Provide clear and comprehensive communications and assistance to students on admissions and registration.	Admission and Registration Dept	Student satisfaction survey about the registration process	Sep, 2017 – Sep 2022
SAI.2.1.1.3 Maintain a student profile that includes the key attributes (such as majoring, academic standing, remaining courses and admit category)	Dean of College Admission and Registration Dept	Well-Defined tracking system for the key attributes (such as majoring, academic standing, remaining courses and admit category)	Jan 2019- Jan 2020
SAI.2.1.1.4 Implement additional strategies to assist new transfer and/or readmit students.	Admission and Registration Dept	Set of approved strategies to assist new transfer and/or readmit students.	Jan 2019- Jan 2020

SAI.2.1.1.5 Review course content and curriculum in addition to the class scheduling to achieve the target of graduation period.	College Council/Department Council	* Reviewed program. Recommendations and improvements	Annually

Strategic Objective 2.1.2 - *Improve student customer services to ensure appropriate and adequate student services at convenient hours and in both IMC's campuses (Male & Female).*			
Strategic Initiatives	**Owner**	**Outcome Measure**	**Timeframe**
SAI.2.1.2.1 Establish "Student-Customer Service" to enhance high quality services.	Student affairs, Admission and Registration Directorate	Well-defined provide customer service training to staff. Number of conducted workshops Student satisfaction survey	Oct, 2018- Nov, 2021
SAI.2.1.2.2- Improve student customer services by providing auxiliary services through Information Technology.	Information Technology Department	Well-defined plan to providing auxiliary services through Information Technology for students Student satisfaction survey	Oct, 2018- Nov, 2021
SAI.2.1.2.3- Provide superior and an adequate student services in male and female campuses equivalently.	College Council Support Services Directorate Student affairs, Admission and Registration Directorate Information Technology Department	Integrated framework between different owners to provide superior and an adequate student services in male and female campuses equivalently. Student satisfaction survey	Sep, 2017- Sep 2022
SAI.2.1.3.4 Use the social media to achieve proactive communications with students, especially on admission requirements, student records and financial reminder	Marketing and Public Relation Unit Student affairs, Admission and Registration Directorate	Approved plan for proactive communications with students, especially on admission requirements, student records and financial reminder	July, 2017 – July, 2018

Strategic Objective 2.1.3 –*Develop a comprehensive enrollment management plan*			
Strategic Initiatives	**Owner**	**Outcome Measure**	**Timeframe**
SAI.2.1.3.1 Develop enrollment management strategies designed to meet student needs.	College Council Student affairs, Admission and Registration	Set of approved strategies to meet student needs. Student satisfaction survey	Sep, 2017- Sep 2022

	Directorate Information Technology Department		
SAI.2.1.3.2 Establish ongoing recruitment activities in targeted other Saudi cities rather than Riyadh area.	Student affairs, Admission and Registration Directorate Marketing and Public Relation Unit	Well-defined visits plan Well-defined marketing plan. The number of students who have been registered in IMC from other Saudi cities rather than Riyadh area.	Jan, 2018- Jan, 2022
SAI.2.1.3.3 Provide merit-based scholarship programs to talents admitted students.	College Council Student affairs, Admission and Registration Directorate	Well-defined adoption system to support and encourage innovation and talents	Set-up initial system in Oct , 2017, then reviewed Year-round
SAI.2.1.3.4 Enhance transfer initiatives by attracting new transfer students from other colleges and universities.	College Council Student affairs, Admission and Registration Directorate	Approved plan to facilitate attracting new transfer students from other colleges and universities. Number of transfer student/year	Feb, 2018- June, 2018
SAI.2.1.3.5 Expand the variety of health care programs to attract new students.	College Council Student affairs, Admission and Registration Directorate	The number of students who have been registered in IMC from other Saudi cities rather than Riyadh area.	April, 2019 – April, 2020

Strategic Goal 2.2 Support retention for the students by increase study options and access for the student through different study pathways in IMC's programs.

Strategic Objective 2.2.1 - *Develop and implement retention plan to support continuing students.*			
Strategic Initiatives	**Owner**	**Outcome Measure**	**Timeframe**
SAI.2.2.1.1 Improve foundation /preparatory year success.	College Council	Approved plan to Improve foundation /preparatory year success. Number of improvement processes/year Programs Reports	March 2017 – March 2018 Year round

SAI 2.2.1.2 Improve first-Year academic success.	College Council	Approved plan to Improve first-Year academic success. Number of improvement processes/year Programs and Course Reports. Course Evaluation	March 2017 – March 2018 Year round
SAI 2.2.1.2 Enhance career development services for first-year and undecided students.	College Council Student affairs, Admission and Registration Directorate	Approved plan to enhance career development services for first-year and undecided students. Evaluation of Student Performance.	March 2017 – March 2018 Year round
SAI.2.2.1.2 Work proactively to identify students at academic risk(lower boundaries students and assist them.	College Council Student affairs, Admission and Registration Directorate	Approved plan to to identify students at academic risk (lower boundaries students and assist them. Number of fixed cases/year Evaluation of Student Performance.	June 2018 – June 2019 Year round
SAI.2.2.1.3 Apply different strategies for tutoring students such as student-student tutoring, faculty-student tutoring, etc,.	College Council Student affairs, Admission and Registration Directorate Department Chairs	Evaluation of Student Performance.	July, 2019 – Oct, 2019
SAI.2.2.1.4 Continue regular data reviews and advise the academic counselor to improve retention.	Directorate of Planning and Quality Assurance	Number of Achieved KPI's	Annually

Strategic Objective 2.2.2 *- Expand the financial support services for the students and improve the scholarship program.*			
Strategic Initiatives	**Owner**	**Outcome Measure**	**Timeframe**
SAI 2.2.2.1 improve Ministry of Education Scholarships program.	Finance Dept Student affairs, Admission and Registration Directorate	Plan to improve Ministry of Education Scholarships program. Number of student who registered in Ministry of Education Scholarships program.	Oct, 2017 – Oct 2018

SAI 2.2.2.2 allocate more financial aid supports and funds for the students.	Finance Dept College Council	Well-developed quality financial management system. Financial Status Reports and resources.	Feb, 2017- Feb2021
SAI 2.2.2.3 Recruit the students and involvement in research project.	College Council Research Unit	Number of published research by students/year	April, 2018 – June, 2022
SAI 2.2.2.4 Establish paid co-op programs by active involvement of healthcare companies.	College Council Student affairs, Admission and Registration Directorate Marketing and Public Relation Unit	Number of paid co-op programs by active involvement of healthcare companies / year	Sep, 2017 – Sep, 2022

Strategic Objective 2.2.3 - *Provide co-curricular learning environment*			
Strategic Initiatives	**Owner**	**Outcome Measure**	**Timeframe**
SAI 2.2.3.1 enhance student co-curricular learning through athletics experience	College Council Student affairs Student activities unit	Number of athletics / semester.	June, 2018 – Oct, 2018
SAI 2.2.3.2 Promoting a user-friendly campus environment.	Student affairs, Admission and Registration Directorate Student activities unit	Number of activities and events / semester. Students Survey.	Nov, 2017 – Nov, 2022
SAI 2.2.3.3 engage the students in leadership activities by connecting students with community.	College Council Student affairs, Admission and Registration Directorate Student activities unit	Number of activities and events / semester. Students Survey.	Nov, 2017 – Nov, 2022
SAI 2.2.3.4 activate the participation out the classes between IMC's faculty members and students.	Student affairs, Admission and Registration Directorate Student activities unit	Number of activities and events / semester.	Nov, 2017 – Nov, 2022

Strategic Objective 2.2.4 - Multiply advising services through different strategies.			
Strategic Initiatives	**Owner**	**Outcome Measure**	**Timeframe**
SAI 2.2.4.1 Enhance Academic policy, process and procedure (PPP) Advising	Directorate of planning and quality Assurance College Vice Dean for Academic and Administrative Development	Publication and dissemination of Manual of Policies & Procedures	Oct, 2017- Oct 2022
SAI 2.2.4.2 Provide professional and regular training programs for advisors.	Directorate of planning and quality Assurance College Vice Dean for Academic and Administrative Development	Number of workshops / year Workshop Survey	Oct 2017- Oct 2022
SAI 2.2.4.3 Enhance Technology and develop automated system for the advisors.	Directorate of planning and quality Assurance College Vice Dean for Academic and Administrative Development Information Technology Dept.	Well-established academic and advising system	Nov, 2017 – Nov, 2018
SAI 2.2.4.4 Implement an academic advising quality assessment.	Directorate of planning and quality Assurance	Accomplished assessment & evaluation Quality System for advising	Nov, 2017 – Nov, 2018

Strategic Theme 3: Acquire a comprehensive learning community.

Strategic Goal 3.1 Recruit and retain highly qualified and committed faculty and staff.

Strategic Objective 3.1.1 – Improve recruiting, hiring processes for IMC's faculty and Staff.

Strategic Initiatives	Owner	Outcome Measure	Timeframe
SAI 3.1.1.1 Develop and analyze comprehensive employee profile (Faculty & Staff).	Human Resource Directorate (Personnel Unit)	Profile for each employee (Faculty & Staff)	Jan, 2018 – Jan, 2019
SAI 3.1.1.2 Provide training and support recruitment searching committee.	Human Resource Directorate	Well-represented recruitment searching committee. Number of training sessions / year	Jan, 2018 – Jan, 2019
SAI 3.1.1.3 Develop, implement and review recruitment and hiring policy and procedures.	Human Resource Directorate Directorate of planning and quality Assurance	Set of approved New/Updated recruitment and hiring policy and procedures	Jan, 2017 – Jan, 2018
SAI 3.1.1.4 Increase Faculty & Staff Diversity and achieve Saudization target.	Human Resource Directorate	Well-defined plan to ensure the diversity of Faculty & Staff. Ratio of Saudi / non Saudi employee	Jan, 2017 – Jan, 2022

Strategic Objective 3.1.2 - *Increase retention of faculty and Staff.*			
Strategic Initiatives	**Owner**	**Outcome Measure**	**Timeframe**
SAI 3.1.2.1 Enhance and improve orientation and induction process for new IMC's members.	Human Resource Directorate (Professional Development Unit)	Well-defined training system and orientation Program. Total number of the conducted workshops. 2 workshops / a year	Jan, 2018 – Jan, 2022
SAI 3.1.2.2 Implement an effective performance evaluation for the faculty and staff.	College council , departments chairmen, Directorate of planning and quality Assurance	Well- defined assessment tools and evaluation	Jan, 2018 – Jan, 2022
SAI 3.1.2.3 Provide professional training and development program to faculty and staff.	Human Resource Directorate Directorate of planning and quality Assurance	Well-defined training system and orientation Program. Total number of the conducted workshops. 2 workshops / a year	Jan, 2018 – Jan, 2022

SAI 3.1.2.4 Develop policy on the academic load toward merit pay raises.	Human Resource Directorate College Council	The existence of comprehensive rewards systems and published widely in DAU. Total number of rewards / a year.	Aug, 2019 – Jan, 2020 Reviewed annually

***Strategic Objective 3.1.3**-Invest in leadership development and provide professional opportunities to support institutional effectiveness.*

Strategic Initiatives	Owner	Outcome Measure	Timeframe
SAI 3.1.3.1 Develop professional development plan to improve leadership skills for all mangers/ leaders.	Human Resource Directorate (Professional Development Unit)	Well-defined training system. Total number of the conducted workshops. 2 workshops / a year	Jan, 2018 – Jan, 2022
SAI 3.1.3.2 Implement leadership plan for faculty and staff based on assessed needs programs for nominated individuals.	Human Resource Directorate (Professional Development Unit) DPQA	List of faculty and staff needs. Number of nominated individuals / year to attend leadership program	Jan, 2018 – Jan, 2022
SAI 3.1.3.3 Develop and implement succession plans.	Human Resource Directorate	Well-Defined plan for succession. Number of employee are promoted by this plan	Jan, 2018 – Jan, 2022
SAI 3.1.3.4 Encourage and support recognitions of innovation and best practices for all employees.	Human Resource Directorate College Council	Well-defined adoption system to support and encourage innovation and talents.	Aug, 2019 – Jan, 2020 Reviewed annually

Strategic Goal 3.2 Promote Diversity and Inclusion within IMC's student, faculty, and staff.

Strategic Objective 3.2.1 *– By maintaining the growth of college, IMC will increase sensitivity and awareness to the diversity for all employees.*

Strategic Initiatives	Owner	Outcome Measure	Timeframe
SAI 3.2.1.1 Enhance multicultural awareness for the student, staff and faculty by providing inclusion experience.	Human Resource Directorate Student affairs Dept. College Council Students Activities Unit	Number of Awareness campaigns and activities / year	Jan, 2017 – Sep, 2022

SAI 3.2.1.2 Establish diversity plan that reflects communities needs and increase the diversity and encourages succession planning and includes a commitment to diversity.	Community Service and continuous education Human Resource Directorate Student affairs Dept.	Well-defined diversity plan to serve community's needs. Number of activities and services are offered to communities.	Jan, 2017 – Sep, 2019
SAI 3.2.1.3 Support non-Saudi students' enrollment and enhance global awareness activities.	Student affairs Dept. Marketing and Public Relation Unit	Ratio of non- Saudi students / Saudi students. Number of non-Saudi students who shared in students activities.	Jan, 2017 – Sep, 2019

Strategic Objective 3.2.2- *Improve IMC services and activities to highlight the needs of multicultural students.*

Strategic Initiatives	Owner	Outcome Measure	Timeframe
SAI 3.2.2.1 Recruit and retain multicultural students by providing services experience close to their culture.	Student affairs, Admission and Registration Directorate Student Activities Unit	Well-defined recruitment plan for multicultural students. Ratio of non- saudi students / saudi students.	Jan, 2017 – Sep, 2019
SAI 3.2.2.2 Decrease gaps in student achievement and access by expanding multicultural and inclusion activities.	College Council Department chairs Student affairs Dept. Student Activities Unit	Study Report of major weaknesses between students in different program. Plan to trait these weaknesses.	Jan, 2017 – Sep, 2019
SAI 3.2.2.3 Enrich enrollment of multicultural students by addressing outreach and retention efforts for IMC's population.	Student affairs, Admission and Registration Directorate Marketing and Public Relation Unit	Well-defined recruitment plan for multicultural students. Ratio of non- saudi students / saudi students.	Jan, 2017 – Sep, 2019

Strategic Goal 3.3 Develop plan that create a culture consistent with IMC's values.

Strategic Objective 3.3.1 – *Support college-wide involvement, communication and interaction between students, staff and faculty members of IMC.*

Strategic Initiatives	Owner	Outcome Measure	Timeframe
SAI 3.3.1.1 Implement equal opportunities among faculty, staff, and	Community Service and continuous	Well-defined diversity plan to serve communities	Jan, 2017 – Sep, 2019

students that enhance building community-wide involvement.	education Human Resource Directorate Student affairs Dept	needs. Number of activities and services are offered to communities.	
SAI 3.3.1.2 Continue corporations between college council and department councils and communities to promote the college's mission, vision, and values.	college council department councils	Well-Defined plan to promote the college's mission, vision, and values. Mapping of department objectives to promote the college's mission, vision, and values. Number of activities to promote the college's mission, vision, and values.	Jan, 2017 – Sep, 2022
SAI 3.3.1.3 Maintain monthly newsletter, enrichment of IMC's website and employee handbook that support knowledge of college and departmental information.	College Council department councils Student affairs, Admission and Registration Directorate Directorate of planning and quality Assurance Student Activities Unit	Published newsletter/ month Published employee handbook	Jan, 2017 – Sep, 2022
SAI 3.3.1.4 Increase utilization of social media as sources for connection and information, among students and IMC's staff & faculty members.	Marketing and Public Relation Unit	Number of active social media and number of followers. Followers satisfaction survey	July, 2018- Sep, 2018
SAI 3.3.1.5 Establish a shared calendar information online for college events, important dates, and professional development opportunities.	Marketing and Public Relation Unit College Council department councils Student affairs, Admission and Registration Directorate Directorate of planning and quality Assurance	Published calendar information online for college events, important dates, and professional development opportunities.	July, 2018- Sep, 2018

***Strategic Objective 3.3.2**- Develop and implement efficient and effective management system for staffing procedures and the policies.*

Strategic Initiatives	Owner	Outcome Measure	Timeframe
SAI 3.3.2.1 Systemize and link job	Human Resource	Integrated system to and	April, 2018, April, 2019

descriptions, unit plans, and performance evaluation processes at the personnel and units level.	Directorate Information Technology Department	link job descriptions, unit plans, and performance evaluation processes at the personnel and units level. The value of the system reports.	
SAI 3.3.2.2 Re-organize and Re-structure IMC units operations process to enhance staffing efficiencies.	Human Resource Directorate Directorate of planning and quality Assurance	Re-structured operations of IMC units. Training sessions to enhance staff skills to be fit with new structure. Staff performance evaluation	April, 2018, April, 2019

Strategic Theme 4: Promote Research and Applied Research.

Strategic Goal 4.1 Allocate resources to develop needs-based research college.

Strategic Objective 4.1.1 – *Provide a supportive environment for research projects, including appropriate staff, administrative and technical services, facilities and infrastructure needs.*			
Strategic Initiatives	**Owner**	**Outcome Measure**	**Timeframe**
SAI 4.1.1.1. Define program requirements before initiating any research projects.	Research Unit	Well-defined program to serve research requirements	March, 2017-July, 2017
SAI 4.1.1.2. Allocate staff, facilities and administrative services in support of designated research projects.	Research Unit	Plan of research resources includes Allocate staff, facilities and administrative services	March, 2017-Sep, 2017

SAI 4.1.1.3. Update staff knowledge and technical capabilities through seminars and workshops in preparation for designated research activities.	Research Unit	Well-established research program to enhance staff knowledge and technical capabilities in preparation for designated research activities. Number of workshops and seminars / year.	Sep, 2017- Sep, 2022
SAI 4.1.14. Annually review staffing, support services, and facilities, and identify requirements for ongoing and proposed research projects.	Research Unit	Well-defined plan to review staffing, support services, and facilities, and identify requirements for ongoing and proposed research projects. Number of recommendations and improvements of reviewing sessions.	Sep, 2017- Sep, 2022

Strategic Objective 4.1.2*- Encourage academic focus upon research leading to innovation and improved outcomes. Recognize and reward faculty and student research initiatives.*

Strategic Initiatives	**Owner**	**Outcome Measure**	**Timeframe**
SAI 4.1.2.1. Establish standards and requirements for academic/professional recognition and awards.	Human Resource Directorate	Comprehensive rewards systems and published widely in IMC.	Jan, 2017 – March, 2017
SAI 4.1.2.2 Publicize awards programs and relevant criteria, and recognize recipients before the college and professional communities.	Human Resource Directorate	Published Comprehensive rewards systems and published widely in IMC. Total number of rewards / a year.	April, 2017 – Dec, 2022

Strategic Goal 4.2 Strengthen research partnership and engagement.

Strategic Objective 4.2.1*- Cooperate with the business community and local institutions to identify research opportunities, needs, and priorities*

Strategic Initiatives	**Owner**	**Outcome Measure**	**Timeframe**
SAI 4.2.1.1 Identify the research opportunities and needs for Inaya Medical College.	Research Unit	Well- Defined and approved Research Plan based on research opportunities and	Dec, 2017-Feb, 2018

		needs for Inaya Medical College.	
SAI 4.2.1.2 Identify local and regional organizations having interests in similar research activities.	Research Unit	List of Identify local and regional organizations having interests in similar research activities.	Feb, 2018 – June, 2018
SAI 4.2.1.3 Consult with institutions having interest and/or expertise relevant to research project initiatives to clarify associated needs and priorities.	Research Unit	Numbers of national and international collaboration	Feb, 2018 – June, 2018

Strategic Objective 4.2.2 - Build sustainable research partnerships with government, the business community, and other colleges.			
Strategic Initiatives	**Owner**	**Outcome Measure**	**Timeframe**
SAI 4.2.2.1 Identify the nature and scope of cooperative research initiatives with targeted representatives of the local business community, government agencies, NGOs and educational institutions, defining partner roles and responsibilities.	Research Unit	Well-Defined Agreements includes the nature and scope of cooperative research initiatives	June, 2018 – Sep, 2018
SAI 4.2.2.2 Identify local and regional institutions with relevant expertise, capacity and interest in the proposed research.	Research Unit	Numbers of national and international collaboration	June, 2018 – Sep, 2018
SAI 4.2.2.3 Establish and maintain contact with those institutions, through regular visits, mailings, and discussions.	Research Unit	Numbers of national and international collaboration	June, 2018 – Nov, 2018

Strategic Theme 5: Improve Community Engagement and Development.

Strategic Goal 5.1 Support social and nonprofit organizations.

Strategic Objectives 5.1.1 *Actively engage in community outreach, engagement and development.*

Strategic Initiatives	Owner	Outcome Measure	Timeframe
SAI 5.1.1.1 Encourage faculty members, staff and students to do volunteer work.	Community Service and continuous education Human Resource Directorate Student affairs Dept	Ratio of faculty members, staff and students who do volunteer work.	Sep, 2017- Dec, 2022
SAI 5.1.1.2 Provide financial and management consulting services to charitable organizations on a complimentary basis.	Community Service and continuous education Marketing and Public Relation Unit Finance Dept.	Number of provided financial and management consulting services to charitable organizations	Sep, 2017- Dec, 2022
SAI 5.1.1.3 Host activities and events for social and charitable organization on the university campus.	Community Service and continuous education Marketing and Public Relation Unit	Number of hosted activities / year	Sep, 2017- Dec, 2022
SAI 5.1.1.4 Improve the communication with the community by using the media and the website.	Marketing and Public Relation Unit The university website unit	Well-defined plan to improve the communication with the community by using the media and the website	Sep, 2018-Nov, 2018

Strategic Goal 5.2 Meet the current and future needs for the healthcare community by emerging workforce development.

Strategic Objectives 5.2.1 *Increase business support and outreach to new healthcare industries.*

Strategic Initiatives	Owner	Outcome Measure	Timeframe
SAI 5.2.1.1 Establish a database for targeted healthcare client and industries.	College Vice Dean for Academic and Administrative Development Marketing and Public Relation Unit	Well-Established database for targeted healthcare client and industries.	Feb, 2018-Aug, 2018

SAI 5.2.1.2 Collaborate with recruitment agencies to respond to community's workforce needs.	Human Resource Directorate (Recruitment Unit)	Number of collaboration with recruitment agencies	Feb, 2018-Aug, 2018

Strategic Theme 6: Enhance College Infrastructure and College Resources.

Strategic Goal 6.1 Plan and maintain facilities and infrastructure for effective and sustainable campuses.

Strategic Objectives 6.1.1 Design and implement facility and infrastructure master plan to meet the college' needs.

Strategic Initiatives	Owner	Outcome Measure	Timeframe
SAI 6.1.1.1 IMC maps out facilities and infrastructure surveying to identify current and future resources for IMC's communities.	College Vice Dean for Academic and Administrative Development Support Services Directorate	Action Plan to infrastructure and resources of IMC . Stakeholders Satisfaction Survey.	Oct, 2017 – Feb, 2018
SAI 6.1.1.2 Provide a plan to improve the college capabilities focusing on the infrastructure building expanding to create supportive professional resources.	College Vice Dean for Academic and Administrative Development	Action Plan to improve the college capabilities focusing on the infrastructure building expanding to create supportive professional resources. Number of enhancement procedures / year for IMC resources.	Oct, 2017 – Oct, 2022
SAI 6.1.1.3 IMC implement an action plan of targeted improvements to college infrastructure and to facilitate faculty, employee, community and student participation in college life.	College Vice Dean for Academic and Administrative Development	Well-defines action plan to improve college infrastructure and to facilitate faculty, employee, community and student participation in college life. Number of successfully completed projects	Oct, 2017 – Oct, 2022

SAI 6.1.1.4 IMC will develops mechanisms to monitor and evaluate the performance of all support units in keeping with targeted goals outlined in the action plan.	College Vice Dean for Academic and Administrative Development	Well-established mechanisms to monitor and evaluate the performance of all support units. Results of performance reports	Nov, 2017- June, 2018

Strategic Goal 6.1.2 Evaluate, utilize and maintain IMC's infrastructure and facilities for its adequacy for educational, non-curricula activities.

Strategic Objectives 6.1. 2 **Evaluate, utilize and maintain IMC's infrastructure and facilities for its adequacy for educational , non-curricula activities.**

Strategic Initiatives	Owner	Outcome Measure	Timeframe
SAI 6.1.2.1 Evaluate and measure classrooms and laboratories equipped with necessary technological and physical property.	College Vice Dean for Academic and Administrative Development	Results of evaluation report Action plan for improvements and recommendations of evaluation reports Number of Number of successfully completed projects	Oct, 2017 – Oct, 2022
SAI 6.1.2.2 Supports maintenance of IMC's buildings and upgrading Information Technology to be at an efficient operations level and to provide high quality learning environments..	Support Services Directorate Information Technology Dept.	Periodic reports on the development of buildings and techniques	Oct, 2017 – Oct, 2022
SAI 6.1.2.3 Enhance security and safety planning and training to support safe campuses.	Support Services Directorate (Safety and Security Unit)	Approved security and safety plan. Number of training session / Year	Oct, 2017 – Oct, 2017

SAI 6.1.2.4 Increase the quality of students life by providing an attractive non-curricula facilities that foster campus community of scholars.	Student affairs Dept. College Vice Dean for Academic and Administrative Development Support Services Directorate	Number of developed non-curricula facilities that foster campus community of scholars. Student Satisfaction Survey	Oct, 2017 – Oct, 2022