



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

**Riyadh**

**Strategic Plan**

**2022-2027**

**Transforming Vision into Reality**

## College's Message

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

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

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

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

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

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



**Dr. Moudi Al Bargawi**  
Dean, CON-R, KSAU-HS

## **Introduction**

College of Nursing- Riyadh (CON-R) was established by Royal Decree number 18226 dated 11/9/1422H (2001), in March 2002 and is located in the Central Region of Saudi Arabia.

CON-R offered the Bachelor of Science in Nursing (BSN). It implements contemporary curricula designed to meet the best educational standards through collaborative work with leading national and international nursing education institutions. Curricula for the nursing programs have been benchmarked with reputable universities in North America. It is expected within the next five years to have more postgraduate programs.

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

A state of the art classroom, e-learning and clinical simulation technologies enable CON-R to offer a high quality education. Staff and students have access to a digital, in addition, to a physical library. Clinical teaching and learning occur in well-equipped clinical simulation laboratories as well as health care facilities. Clinical training is offered in collaboration with Ministry of National Guard Health Affairs (MNGHA) Medical Cities whereby students have access to in-patient, ambulatory, primary and tertiary health care and community-based care settings. In addition, collaboration have also been established to utilize clinical learning opportunities at other health institutions.

CON-R render community services which is supported by the community services unit. Scholarly inquiry is being facilitated by research unit and university research center. As of today, CON-R is proud to graduate qualified nurses who are fully equipped with knowledge and skills to be an essential part of Saudi Nurses workforce.

## **KSAU-HS Vision**

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

## **KSAU-HS Mission**

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

### **Core Values:**

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

### **Strategic Goals:**

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

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

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

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

Strategic Goal 5: Optimize operational processes to achieve organizational excellence

### **CON-R Mission**

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

### **CON-R Vision**

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

### **Values**

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

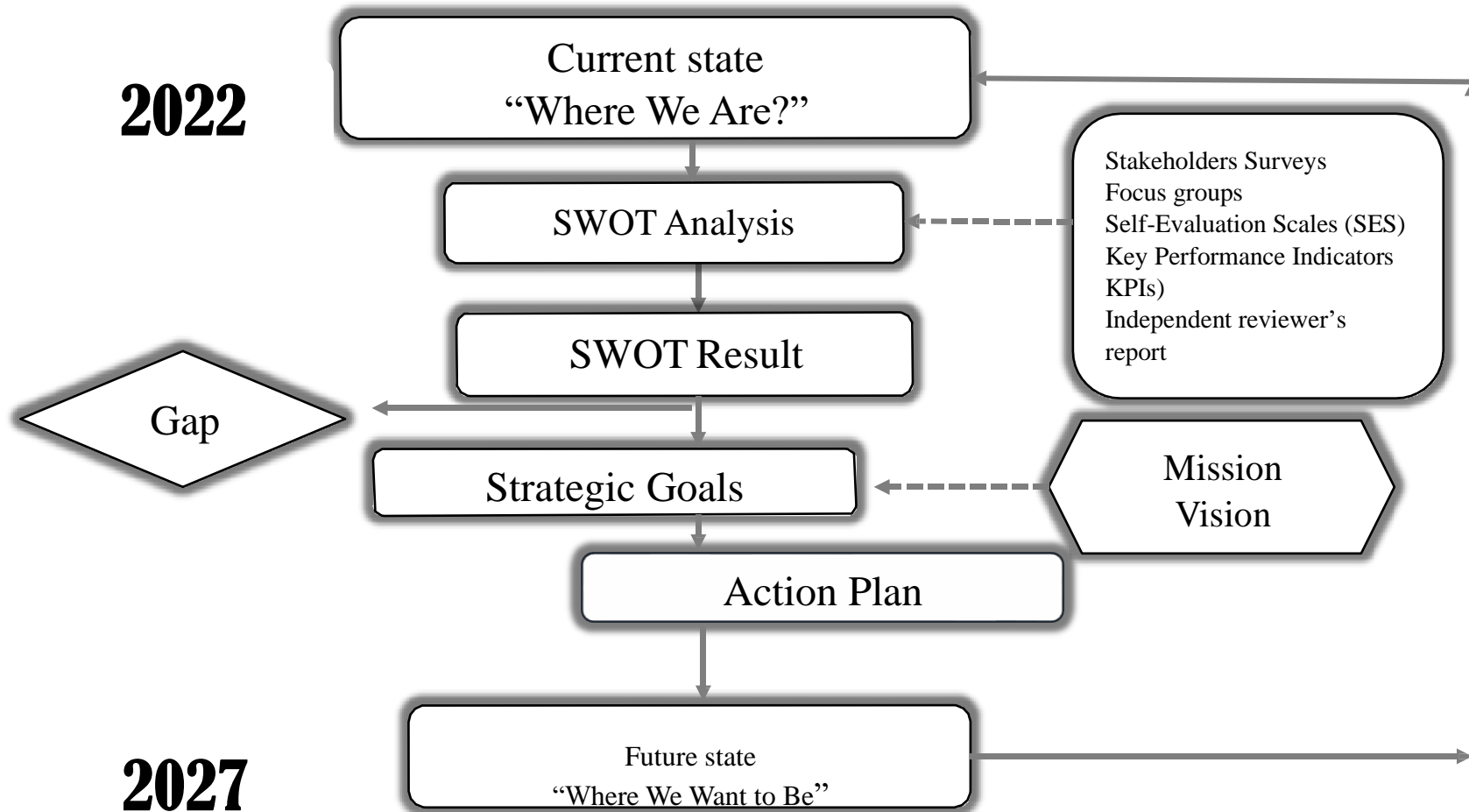
## CON-R Goals

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

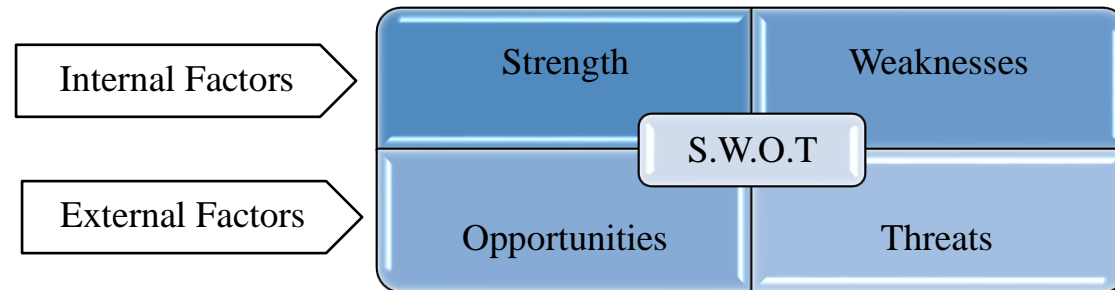
<b>BSN Mission</b>
BSN program prepares nurses with high quality nursing education, professional practice, and leadership skills to provide holistic healthcare, conduct research, and promote health in communities.
<b>BSN Goals</b>
<ol style="list-style-type: none"><li>1. Equip students with in-depth knowledge and skills to provide high quality nursing care in various health settings</li><li>2. Conduct research relevant to nursing profession and health issues.</li><li>3. Enhance stakeholders' involvement in community services</li></ol>

## SWOT Analysis

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



## SWOT Analysis



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



## **Internal factors**

### **A. Strengths**

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

27. Collaboration with community stakeholders.

**B. Weaknesses**

1. Borderline faculty research publication and citations rate.
2. Unsatisfactory catering service.
3. Long recruitment process of faculty members

**External Factors**

**C. Opportunities**

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

**D. Threats**

1. IT safety issues such as: Cyber Attacks
2. Competitive governmental and private nursing programs

## College of Nursing Strategic Goals and Initiatives/Projects

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

Branch Goal	Project Initiative	KPIs
1.1. Maintain the academic program's evaluation	1.1.1 Evaluate the quality of courses by Students	KPI-P-02 Students' evaluation of the quality of the courses KPI-P-CON-8 Students' evaluation of adequacy of academic advising and counselling services
	1.1.2 Evaluate the quality of program by Students	KPI-P-01-Students' Evaluation of quality of learning experience in the program.
	1.1.3 Evaluate Program Graduates' Proficiency by the Employers	KPI-P-07 Employers' evaluation of the program graduates proficiency.
1.2 Monitor students' academic progress	1.2.1 Analyse students' completion rate	KPI-P-03 Completion rate KPI-P-04 First-year retention rate
	1.2.2 Assess program learning outcomes	KPI-P-05 Students' performance in the professional and/or national examinations KPI-P-CON 4 Percentage of achieved program learning outcomes
1.3 Monitor alumni employability and postgraduate studies	1.3.1 Track alumni employability	KPI-P-06 – Graduates' employability and enrolment in postgraduate programs
1.4 Enhance the academic environment	1.4 Promote the supportive learning, teaching and working environment	KPI-P-8 –Ratio of students to teaching staff KPI-P-CON 11 –Students' satisfaction with the offered services
		KPI-P-CON 5- Proportion of teaching staff participating in professional development activities during the past year
		KPI-P-CON-12 –Satisfaction of students with the learning and research resources

<b>Branch Goal</b>	<b>Project Initiative</b>	<b>KPIs</b>
1.5 Maintain the internal quality assurance framework	1.5 Sustain the framework of the quality assurance	KPI-P-CON-10- Percentage of achieved indicators of the program operational plan objectives

**Goal 2. Enhance excellence in nursing research by collaboration among the university, research center, and health system**

<b>Branch Goal</b>	<b>Project Initiative</b>	<b>KPIs</b>
2.1 Accelerate research support and resources	2.1.1 Enhance faculty and student publications	KPI-P-CON 6 - Number of students' participation in research activities
		KPI-P-9 Percentage of publication of faculty members.
		KPI-P-10 –Rate of published research per faculty member
		KPI-P-11 –Citations rate in refereed journals per faculty member
	2.1.2 Evaluate stakeholders' satisfaction and utilization of research resources	KPI-P-CON 7- Faculty satisfaction with research resources and support
		KPI-P-CON-12 – Satisfaction of student with the learning and research resources

**Goal 3. Promote community engagement in response to community health needs and promote quality of campus life in response to stakeholders' needs**

<b>Branch Goal</b>	<b>Project Initiative</b>	<b>KPIs</b>
<b>3.1</b> Foster faculty and student's collaboration in providing community health services	<b>3.1.1</b> Maintain faculty contribution in community services	KPI-P-CON 1 - Percentage of full time teaching staff engaged in community service activities.
	<b>3.1.2</b> Enhance students and alumni contribution in community services	KPI-P-CON 2 -Percentage of students actively engaged in community service activities.
		KPI-P-CON 3 - Number of community activities with alumni involvement.
<b>3.2</b> Promote quality of campus life in response to faculty and students' needs	<b>3.2.1</b> Measure stakeholder's satisfaction with campus services and facilities	KPI-P- CON 9-Faculty' satisfaction with the offered services
		KPI –P-CON-11- Students' satisfaction with the offered services

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

<b>KSAU-HS Mission</b>	<b>CON-R Mission 2022-2027</b>	<b>BSN Mission 2022-2027</b>
<p>The University aims to graduate distinguished healthcare professionals, pursue synergistic advanced health sciences education and innovative research, and promote effective community partnership.</p>	<p>CON-R prepares nursing graduates to transform healthcare through high-quality academic and research foundation and respond to changing community needs in various health care settings.</p>	<p>BSN program prepares nurses with high-quality nursing education, professional practice, and leadership skills to provide holistic healthcare, conduct research, and promote health in communities.</p>

<b>KSAU-HS Strategic Goals</b>	<b>College of Nursing – Riyadh Strategic Goals</b>	<b>BSN Strategic Goals</b>
Goal 1: <b>Develop academic programs and graduate distinguished professionals in healthcare and health sciences-related disciplines</b>	Enhance the quality of all academic programs in consistence with the best practices of nursing education.	Equip students with in-depth knowledge and comprehensive skills to provide high quality nursing care in various health settings
Goal 2: <b>Enhance excellence in health sciences research benefiting from the integration among the University, Research Center, and health system</b>	Enhance excellence in nursing research by collaboration among the university, research centre, and health system.	Conduct research relevant to nursing profession and health issues.
Goal 3: <b>Create vibrant on-campus quality of life, and develop sustainable community partnerships</b>	<p>Promote community engagement in response to community health needs</p> <p>Promote quality of campus life in response to stakeholders’ needs</p>	Enhance stakeholders’ involvement in community services.
Goal 4: <b>Pursue a sustainable financial foundation for the university that supports its bright future</b>		
Goal 5: <b>Optimize operational processes to achieve organizational excellence</b>		