



مكتب الخطة الاستراتيجية  
Strategic Plan Office



كلية طب الأسنان  
COLLEGE OF DENTISTRY



# Faculty of Dentistry Summarise the Strategic Plan

2020 - 2023











## Dental College Strategic Plan 2020-2023.....

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## **Introduction and executive summary**



## Dental College Strategic Plan 2020-2023.....

### In the name of Allah, the Gracious, the Merciful College Dean's Speech



Praise be to Allah, prayer and peace, for the good of Allah's creation, and for Allah, His Companions, and His Parents.....Further

On behalf of the College's Strategic Plan Preparation Team and myself, I am putting the first Strategic Plan of the Faculty of Dentistry for the period 2021-2023 among its pages the summary of the efforts of a team that spent months of research, reconnaissance and investigation, with an ambitious vision and a sensation of a noble and constructive message with the rest of the University system in achieving the aspirations of the University and in accordance with their own vision in the Kingdom's Vision2030.

May God repay all those who put forth effort and endure hardship and who do not spare effort or time in order to accomplish this work in the manner that is sought for the best reward.

Sincere thanks to HE the University Director Dr. Khalil bin Ibrahim Al Ibrahim, and thanks to HE the Undersecretary for Academic Affairs, and all thanks to the President and members of the Strategic Plan Office for their continued support to the college.

In conclusion, I ask God for success and payment.

Praise god and peace to our master Mohammad and all his family and friends

## Dental College Strategic Plan 2020-2023.....

### strategic plan preparation team

Dr. Freah L. Alshammary	chairman of the committee
Dr. Mona Hamouda Hussein Ahmed	Vice-President and Coordinator of the Strategic Plan (requirement)
Dr. Ahmed A. Madfa	Strategic Plan Coordinator (student segment)
Dr. Mohammad Dakheel Aljanakh	member
Dr. Sally Hassan Abu Bakr	member
Dr. Sundeep Baghuth	member
Dr. Moazzy Ibrahim Almansour	member
Dr. Saif Khan	member
Dr. Suresh Babu	member
Dr. Amjad Al-Muqrin	member
Dr. Fahad Abdullah Nasrallah	member
Dr. Nashwa Al-Zaki	member
Dr. Fatima Al-Shammari	member
Dr. Swarna Latha	member



## Introduction

The Faculty of Dentistry of Hail University is committed to professional training in various fields of dentistry and to contributing effectively to the service of society and scientific research through a stimulating educational environment, the dissemination and production of knowledge, quality health services and effective community partnership in accordance with quality and accreditation standards; In order to achieve the College's mission, it has no choice but to work according to an integrated vision, a clear message, fundamental values, and realistic strategic goals. It also has to take advantage of the material, technical, human, and financial resources available to achieve the College's aspirations for advancement and advancement, and to achieve leadership and excellence in the fields of education, scientific research, and community and treatment services.

In this sense, the College's view of its initial strategic plan (2021-2023) as a comprehensive long-term program of action to achieve its long-term goal, through the investment of its human capital and material resources.... The Strategic Plan is an outlook for the future and provides the means to deal with it, with the aim of creating a new reality worthy of the whole. The importance of strategic planning is highlighted by its ability to take advantage of opportunities, to use strengths in maintaining adaptability to changing situations in a larger environment, and to transform visions and goals into reality. Long-term planning is also considered to be all areas of enterprise (macro) management and content and focuses on broad and long-term issues that ensure enterprise/macro effectiveness and resilience to current and future challenges.

## Introduction

Given that the strategic planning of the Faculty of Dentistry is necessary to achieve its mission, as a means of excellence and a methodology of competition, one of the priorities of the Faculty was to prepare an ambitious strategic plan in line with the Strategic Plan of the University of Ha'il 2018-2023 and working in parallel to achieve its goals, and also taking into account the requirements of the Kingdom Vision 2030, the Strategic Plan of the Ministry of Education "Afaq", the National Transformation Program and the Tenth Development Plan (1438-1441 e), in addition to the analysis of the content of the strategic plans of the Faculty of Dentistry Colleges from the national, regional and global universities. Building on the institutional approach to the preparation of the strategic plans of the Colleges, the University's colleges, the Departments, the Units and the guidance of the College's "Strategic Office of the College" and the College's College's Jin, the employers, and the college's medical clinic auditors, in drawing up its strategic plan, using scientific methodologies for analyzing the internal and external environment, anticipating future variables that affect the college's performance, and relying on scientific methods in making decisions.

After a year of study and planning of the Strategic Plan Task Force and with the active participation of all beneficiaries (internal and external), the Faculty of Dentistry has finalized its initial strategic plan (1441-1446H), which will serve as a road map defining its framework over the next five years, organizing its priorities and mobilizing all its resources to achieve its mission and purpose and making it a reality.



### Executive sum-

Believing in the importance of strategic planning and in line with the directions of the Ministry of Education and the directives of the University's management in the elaboration and approval of its strategic plan, which defined its vision, mission and objectives, the Faculty of Dentistry prepared its strategic plan in the light of and within the framework of the general strategic plan of the University of Hail; to keep pace with the university's qualitative leap toward achieving the college's and university's goals and to assume a leading and distinguished position among the dental colleges at the local and regional levels.

**The strategic plan of the Faculty of Dentistry of Hail University is based on the following:**

1. A committee was formed to prepare the College's strategic plan, which collected data and background and sub-information on the College and examined the strategic plans of a number of dental colleges at the local, regional and international levels. It then worked on the preparation of several relevant reports contained in the University's College Development Plan Executive Plan issued by the University's Strategic Plan Office.
2. An analysis of the internal and external environments of work, detailing strengths, challenges, opportunities and threats, which is the basis for this strategic plan.
3. College vision and mission.
4. List of the College's strategic goals and objectives, 5 which include: education and learning, scientific research, community service, the work environment, and infrastructure.
5. Initiatives of the College to achieve its stratetivities (Operational Plan).

### Executive summary

A breakdown of activities and initiatives to implement each strategic objective, with performance indicators of achievements, and a breakdown of who is responsible and how long is expected to achieve it.

After six months of study and planning of the Strategic Plan Task Force, with the active participation of all beneficiaries (internally and externally) and continuous support from the Strategic Plan Office of the UNU Agency for Academic Affairs, the Faculty of Dentistry has finalized its initial strategic plan (2021-2023) to serve as a road map that will define its framework for the next three years, organize its priorities, and mobilize all its resources to achieve its mission and purpose and make it a reality.





## **Intellectual and methodological framework of the plan**

## strategic plan preparation

The Faculty of Dentistry's strategic plan is a road map for the College in education, learning, scientific research and community service, so that its initiatives and projects are implemented over a period of three years. The strategic plan serves as the nucleus for the operational plans of the departments and units of the College. The College's Strategic Plan is the first of its kind in the Middle East and North Africa.

The methodology is concerned with the development of a logical scientific framework for the design and preparation of the College's strategic plan, by adopting one of the accepted

### Considerations underlying the scientific methodology of the

models in the design of the strategic plans, taking into consideration the following:

A careful study of the current situation of the College is the basic foundation upon which the College's priorities and its development plan are built. Accordingly, the strategic plan was based on a scientific methodology, in which a set of important considerations was taken:

1. Effective participation of all internal and external beneficiaries in the preparation of the strategic plan, after appropriate support and training.
2. A structured institutional approach, based on a combination of the upward and downward phases of planning; to ensure the effective participation of all beneficiaries.
3. adopt a set of scientific curricula, the most important of which are:
  - **Content Analysis approach:** It was used to analyze the content of the literature - both global and local - relating to the nature of the College and its various activities,

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as well as the requirements and trends of the labor market, as well as the content of the strategic plans of the corresponding local, regional and international colleges.

- **comparative approach:** It is the curriculum that identifies the similarities and differences between different education systems; To achieve certain results and judgments, this approach has been used in the following points:
    - Study of a set of strategic plans for a number of local, regional and international dental colleges. The focus has been on the colleges that combine their mission with the three functions of education, research and community service.
    - Establish reference dental colleges according to specific criteria agreed among the members of the Strategic Plan team.
  - **System Approach/Portal:system approach :** This entry or method reflects a scientific, orderly and rational way of thinking that can study, examine, describe, analyze, compare and evaluate the academic and administrative system through which the Agency operates, allowing for an integrated assessment of the current situation, aimed at future improvement and development.
  - **SWOT methodology for analyzing the internal and external environment** and identifying strengths and weaknesses as well as opportunities and challenges facing the college.
4. Use of a variety of data collection tools for writing the College's strategic plan document, as follows:
- **Questionnaires:** The design, distribution, collection and analysis of the results of surveys and surveys of a number of target groups have been carried out: Students, faculty, administrators, dentists, college clinics, technicians, employers, graduates, patients attending college from inside and outside the university, civil society organizations.
  - **Individual and university interviews:** Academic and administrative leaders - students - faculty, employers - targeted graduates.



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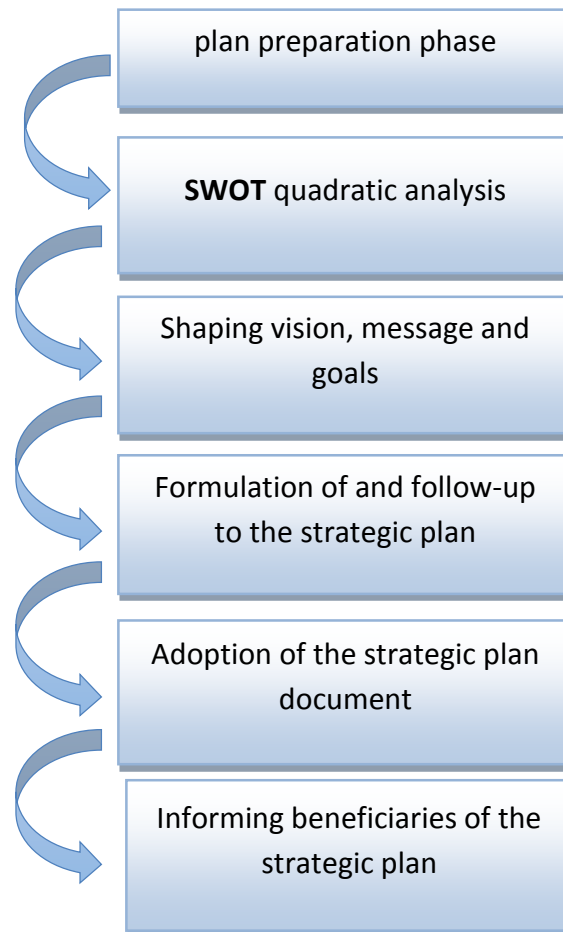
- **Focus group:** It targeted experts and consultants of the Strategic Plan Office of the UNU Academic Affairs Agency.
- **Panel discussions and brainstorming sessions:** It targeted members of the various committees of the strategic plan.
- **Regular meetings:** It targeted members of the various committees of the strategic plan.
- **Screening:** Among the most important documents are Saudi Vision 2030 - Horizons Plan - National Transformation Program - Accreditation standards issued by the National Center for Evaluation and Academic Accreditation - Tenth Development Plan - National Qualifications Framework - University Strategic Plan - Strategic Plans of a number of local, regional and international universities .... and other documents.
- **Metered Note:** They have been used to determine the adequacy of the infrastructure and supporting facilities for the education process with NORMS benchmarks.

## Stages and steps of plan preparation

The College's strategic plan construction team has relied on an integrated phased work methodology, consistent with the institutional values that the College seeks to promote at all organizational levels. The stages of preparation have been completed in the light of the work methodology of the College's strategic plan according to the following scheme:

## Dental College Strategic Plan 2020-2023.....

Figure 1 illustrates the stages of preparation of the strategic plan



## **First: plan prepara-**

1. The Strategic Plan Team shall be formed under the chairmanship of HE the Dean of the College and a group of competencies and specializations concerned with quality and strategic planning from the students and students.
2. Divide tasks among team members according to the methodology specified in this plan; To draft the basic pillars and the initial version of the strategic plan document, periodic meetings were then initiated to discuss the tasks that had been accomplished in a timely manner.
3. The analytical study of a set of basic axes is as follows:
  - First Strategic Plan of the University of Hail (1440-1445H) - (2019-2024).
  - Study the experiences of other local, regional and global dental colleges whose experience and operating conditions correspond to the nature of the college, taking into account the strategic planning criteria adopted by the National Center for Evaluation and Academic Accreditation. women
  - College Self-Study 2020.
4. Defining the intellectual and methodological framework of the strategic plan.
5. Identify local, regional and global (counterpart) reference references for strategic plan benchmarks.

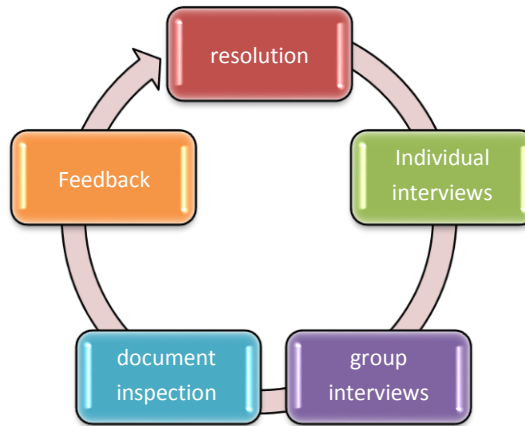
## **Second: SWOT quadratic analysis phase**

1. Collect quantitative and descriptive data for all activities of academic and administrative units of the College.



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Figure 2 shows the data collection tools used



2. Preliminary identification of certain strengths and weaknesses of the Faculty of Dentistry, according to the following studies:
  - Results of the College's 2020 self-study with the aim of diagnosing the current status of the College and the Dental Medicine and Surgery Program in the light of the criteria of the National Center for Evaluation and Academic Accreditation (NCAA) model 2018.
  - Results of performance indicators and benchmark comparisons with dental colleges are discussed locally, regionally and internationally.
  - Results of the College's strategic analysis as per the University's current status diagnosis, 2018.
3. Preparation of the College's internal and external strategic factors assessment matrix.
4. Preparation of the College's quantitative strategic planning matrix.
5. Set up alternative strategies using the TOWS matrix.
6. Identification of key performance indicators that can be utilized in the light of the analysis of the strategic directions of the plan.
7. Identify potential risks associated with the design, implementation and development of the strategic plan.
8. Analysis of the gap between the current status of the College and the strategic objectives of the College in the light of specific indicators.

## Third: The stage of formulating a vision, mis-

1. The initial articulation of the vision, mission, goals and values of the faculty.
2. Determine the extent to which the vision, message, goals and values of the College are linked to the strategic directions of the plan (Vision 2030 - National Transformation Program - Tenth Development Plan - Horizon Plan ..... etc)
3. Conduct a referendum on vision and mission by all faculty members, including faculty members, students, and administrative staff.
4. Examine all proposals and observations received by the Commission for the development of the vision, mission, objectives and values of the College.
5. The final formulation of the vision, message, goals and values of the college.

## Fourth: Strategic plan formulation and follow-up

1. Identification of strategic plan operational projects and initiatives (strategic plan implementation plan).
2. Identify mechanisms for follow-up and evaluation of the strategic plan and ensure continuity in the implementation of its various activities.
3. Drafting and writing of the College's strategic plan document according to the strategic planning standards approved by the University's Strategic Plan Office.
4. Conduct a referendum on all content of the document by all faculty members, including faculty members, students, and administrative staff.
5. Examine all proposals and observations received by the Committee for the development of the document.
6. Linguistic revision of the draft and initial draft of the strategic plan and review of technical coordination.

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7. The report of the initial draft of the strategic plan document was presented to the Advisory Committee (Strategic Plan Office of the University).
8. Corrective action in the light of the findings of the Advisory Committee's report.
9. Transmission of the College's strategic plan document to independent external arbitrators.
10. All proposals and observations received by the Commission shall be examined by the independent external arbitrators.
11. Finalization of the College's strategic plan document.

### **Fifth: Strategic plan document adoption phase**

1. Periodically present what has been accomplished in the document to the faculty council members, and take their observations and suggestions into consideration and adoption.
2. Adoption of the College's strategic plan document by the UNU Agency for Academic Affairs Strategic Plan Office for approval by the UNU Council.

### **Sixth: strategic plan beneficiary information**

1. Dissemination of the College's strategic plan among beneficiaries in various ways (distribution of electronic copies - College website...).. etc.).

## Basic directions for the preparation of the strategic

The Faculty of Dentistry's strategic plan, 1440-1441H, relied on a variety of intellectual, planning, analytical, executive, and evaluative orientations, in addition to a set of orientations linked to the set of factors affecting the College's performance internally and externally. The College's strategic plan team determined the directions of the College's strategic plan according to the following steps:

1. Brainstorming sessions for a focus group of the Strategic Plan Team to study:
  - Study of the nature of the main directions of the University's initial strategic plan (2018 - 2023).
  - Study the basic directions of the strategic plans of the local, regional and international dental colleges.
  - Study of the strategic plan guidance model issued by the UNU Strategic Plan Office; Specifies the nature of the information and data required to complete the form.
2. Formulate the guidance for the College's strategic plan in the light of previous studies.
3. Review the Strategic Plan directions from the technical side and the integrity of the language.
4. Report on college routers.

The College's strategic plan directions can be addressed as follows:

### **First: Intellectual, Planning, Analytical, Executive and Calendar Directives**

These could be addressed as follows:



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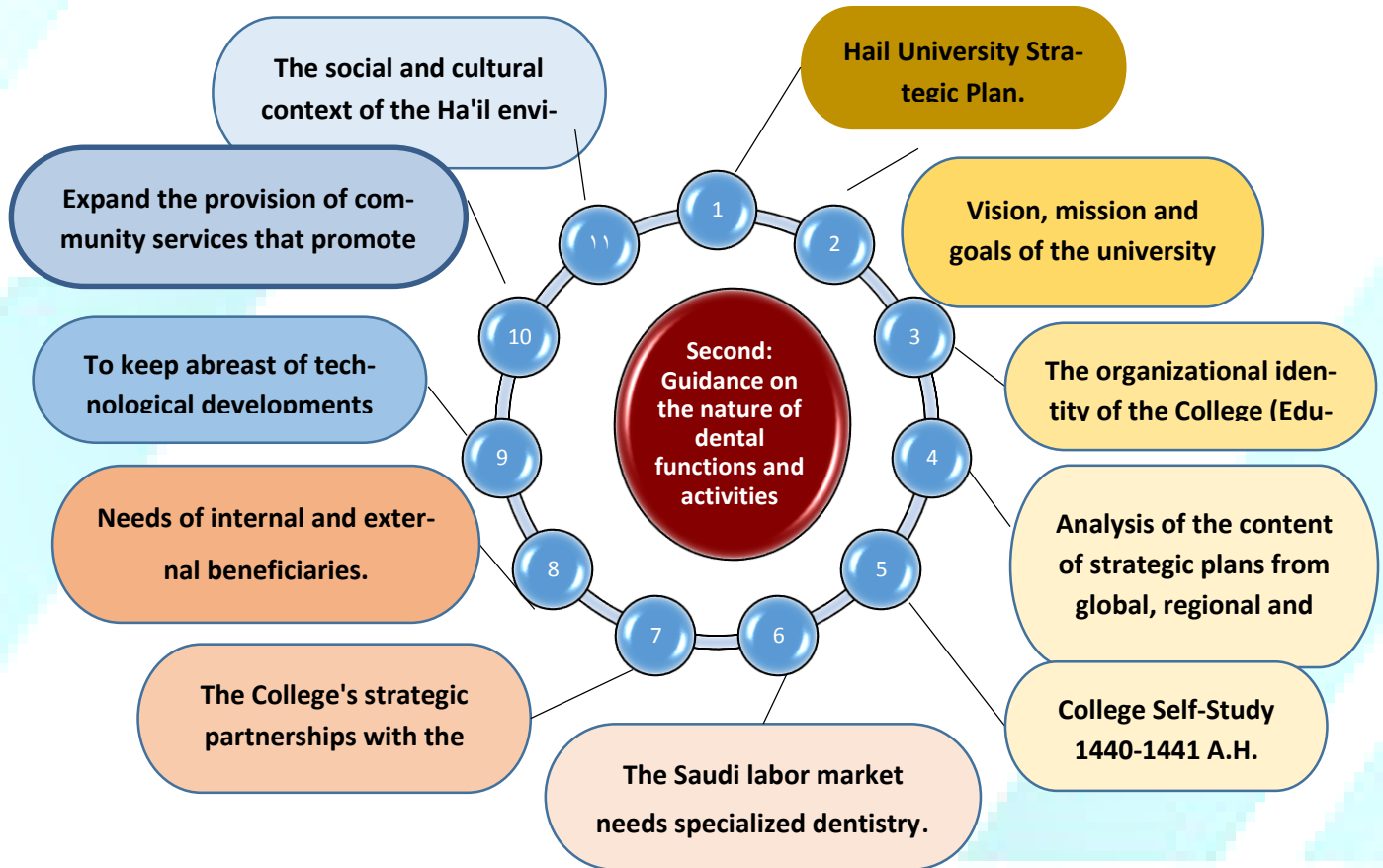
Intellectual Routers	<ul style="list-style-type: none"> <li>The various regulations, policies and work regulations in force at the Faculty of Dentistry and the University.</li> </ul>
	<ul style="list-style-type: none"> <li>Leadership vision and strategic plan directions for the College and University.</li> </ul>
	<ul style="list-style-type: none"> <li>Theoretical and scientific frameworks for each area of work of the College of Education, Research, and Service.</li> </ul>
	<ul style="list-style-type: none"> <li>plan building authority.</li> </ul>
	<ul style="list-style-type: none"> <li>Technological developments in the field of dentistry in education, occupational and research.</li> </ul>
	<ul style="list-style-type: none"> <li>The basic features of the unified model for the preparation of the strategic plan for the university faculties/dean as approved by the officials of the strategic plan office in the university's agency for academic affairs.</li> </ul>
Diagram Routers	<ul style="list-style-type: none"> <li>Clarity of the methodology adopted by the plan as a basis for action.</li> </ul>
	<ul style="list-style-type: none"> <li>Link the College's strategic plan to the University's strategic plan.</li> </ul>
	<ul style="list-style-type: none"> <li>Realism of strategic goals, objectives and plan initiatives.</li> </ul>
	<ul style="list-style-type: none"> <li>Flexibility of the Plan of Implementation and the possibility of achieving its initiatives in the light of available possibilities.</li> </ul>
	<ul style="list-style-type: none"> <li>Identify appropriate performance indicators to measure the achievement of the objectives of the plan.</li> </ul>
	<ul style="list-style-type: none"> <li>Clarity of alternative plans for the College's strategic plan.</li> </ul>
Analytical guidance (reality study)	<ul style="list-style-type: none"> <li>the aspirations and experiences of corresponding colleges.</li> </ul>

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	<ul style="list-style-type: none"> <li>Limitations and difficulties faced by the College.</li> <li>The diagnosis of available human, material and financial possibilities.</li> <li>Diagnose college-specific privilege attributes.</li> <li>Intensive analysis of internal and external factors affecting the performance of the Faculty.</li> <li>Analysis of results of internal and external beneficiary survey questionnaires.</li> </ul>
	Executive directives
	<ul style="list-style-type: none"> <li>Participation of all internal and external beneficiaries.</li> <li>Clarify the mechanisms for implementing the initiatives and activities of the Executive Plan.</li> <li>Availability of expertise and competencies to implement the initiatives and activities of the Executive Plan.</li> <li>Clarity of the tasks and responsibilities of implementing the initiatives and activities of the Executive Plan among the members of the Group.</li> <li>Motivate team members to complete tasks according to schedule.</li> </ul>
	Calendar Routers
	<ul style="list-style-type: none"> <li>Availability of evaluation and follow-up tools for Plan initiatives and activities.</li> <li>Effectiveness of follow-up and evaluation mechanisms for the implementation of the initiatives and activities of the Executive Plan.</li> <li>The clarity and measurability of indicators to measure the achievement of plan objectives.</li> </ul>

**Table (1) shows the intellectual, planning, analytical, operational and calendar orientations of the strategic plan**

## Second: Guidance on the nature of dental functions and activities

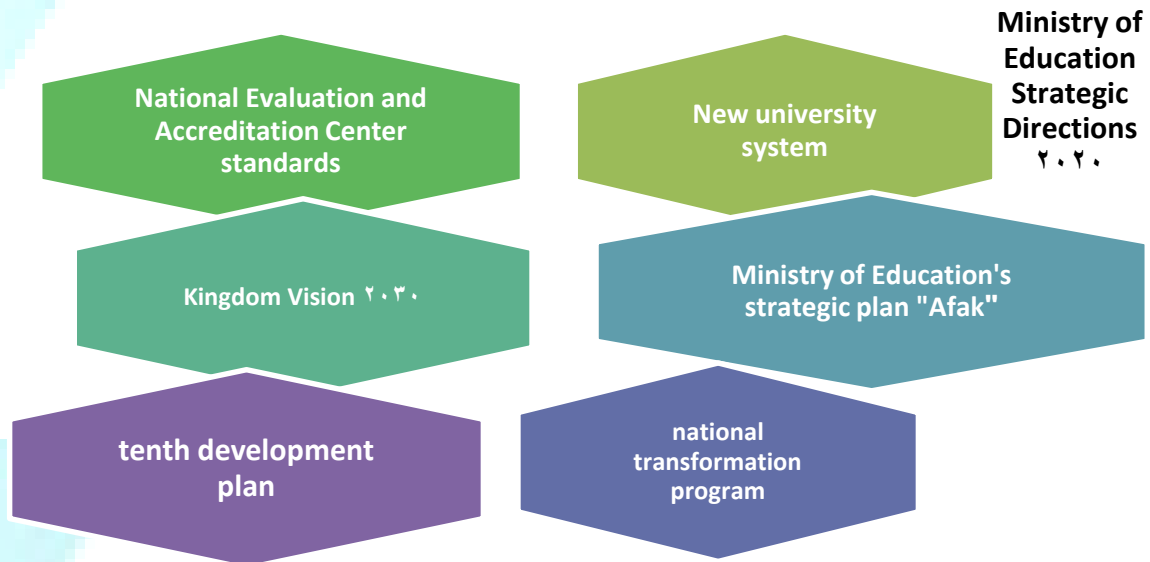


## Basic terms of reference for the strategic plan:

This is the set of clusters relevant to the study of the reality of the College (internal and external), and the challenges and difficulties involved, and the basic terms of reference of the strategic plan can be reviewed as follows:

## Dental College Strategic Plan 2020-2023.....

### (a): National authorities:



### (b): References relating to the nature of the functions and activities of the Faculty of Dentistry of Hail University







## **Demographic and institutional context of the College**

## Geographical location of the College:

Ha'il is located in northwestern Saudi Arabia, near the 30/41 longitude and the 33/27 latitude. Its area is estimated at 118,232 square km. The distance between Al-Riyadh and Al-Hilal is 600 kilometers, and between it and Al-Madina Al-Munawara is 450 kilometers. Al-Hali is 250 kilometers away from Al-Barid, Antebok is 650 kilometers, and there is a pipeline of 400 kilometers.

There are eight governorates: Baqa'a, Al-Shannan, Al-Ghazala, Al-Wall, Al-Shemali, Al-Sulaimiya, Maqouq, Samarra province and their centers are around 915 meters above sea level. The number of governorates is about 915. The number of governorates around Juba, Al-Mint, Qalban, Rawda, Qada, Zaffar, Al-Nsirawa, Al-Amarawa, Central, Al-Raqa and al-Baghdad.

The Faculty of Dentistry at Hail University consists of two separate buildings, one for students and one for female students. The student building is located in the Boys Colleges compound north of the city of Ha'il.

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The Faculty of Dentistry for female students is located in the Faculty of Girls' College in the north-western part of the Beqaa Road and the western side is bordered by the Aga district.



## College Originated:

### About college:

Organization Name	Faculty of Dentistry
The name of the university to which the organization belongs:	shield
Type of university:	government
Geographic location :	Saudi Arabia
city:	shield
Date of establishment:	1432 A.H.
Number of programs:	1 program (dental)
Degree granted by the College:	Bachelor of Medicine and Dental Surgery
Duration of study:	Five years plus preparatory year and concession year
language of study:	English
Graduates:	First class to graduate in 2016 - 2017 and follow up in the excellence stage

## Genesis and stages of development of the College

The Faculty of Dentistry - Hail University was established on decree no.1476, 15/02/1432 AH (21/01/2011) with the aim of scientifically rehabilitating students by providing them with basic information and knowledge in all the sciences of dentistry, as well as deepening the importance of continuous and self-learning among students, in order to maintain their outstanding scientific and professional level, to train them clinically by providing the required scientific and practical skills and expertise and to provide the best therapeutic services in all dental specialties.

The College began receiving students in the first batch (Year2/Level) on September 1, 2011 after completing the preparatory year requirements in two semesters in the 2010-2011 academic year.

At the beginning of the college in 2011, separate buildings were allocated to the college, where the building of the current Faculty of Pharmacy in the university city was designated as a dedicated campus for male students, and a female student section is located The campus is attached to the Preparatory Year College building.

On 2014, female sector branch college transfer to the new Dental College building at AJA Campus, while the Male sector transfer to a new building location at MAIN campus.

The college building on the ring road experienced tremendous growth in terms of infrastructure and equipment between 2014 and 2017. During this time, 60 clinics were added to the student section (Ring Road) and 60 clinics to the student section of the AJA campus.

The college administration also started operating optimally during this period. In January 2014, the College of Dentistry had a new dean - Dr. Awad al-Bishri.. Under his direction, the official College Board (the Council) was formed at the beginning of the 2014-15 academic session. Moreover, the four core divisions of the academic program were established at the beginning of the 2015-16 academic session. In 2017, the faculty was changed to Dr. Hazza Al Hubera, who was the dean of the college until 2019. The current dean is Dr. Freah Al-Shammari.

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The first batch of students graduated in 2016 and so far has graduated five batches (including the recently graduated class). Many of these students are working in the government and private sectors.

### Faculty departments and programs

**The Faculty of Dentistry has four main departments:**

1. Oral medicine and diagnostic sciences
2. dental repair
3. Maxillofacial surgery
4. preventive dentistry

Dental College programs:

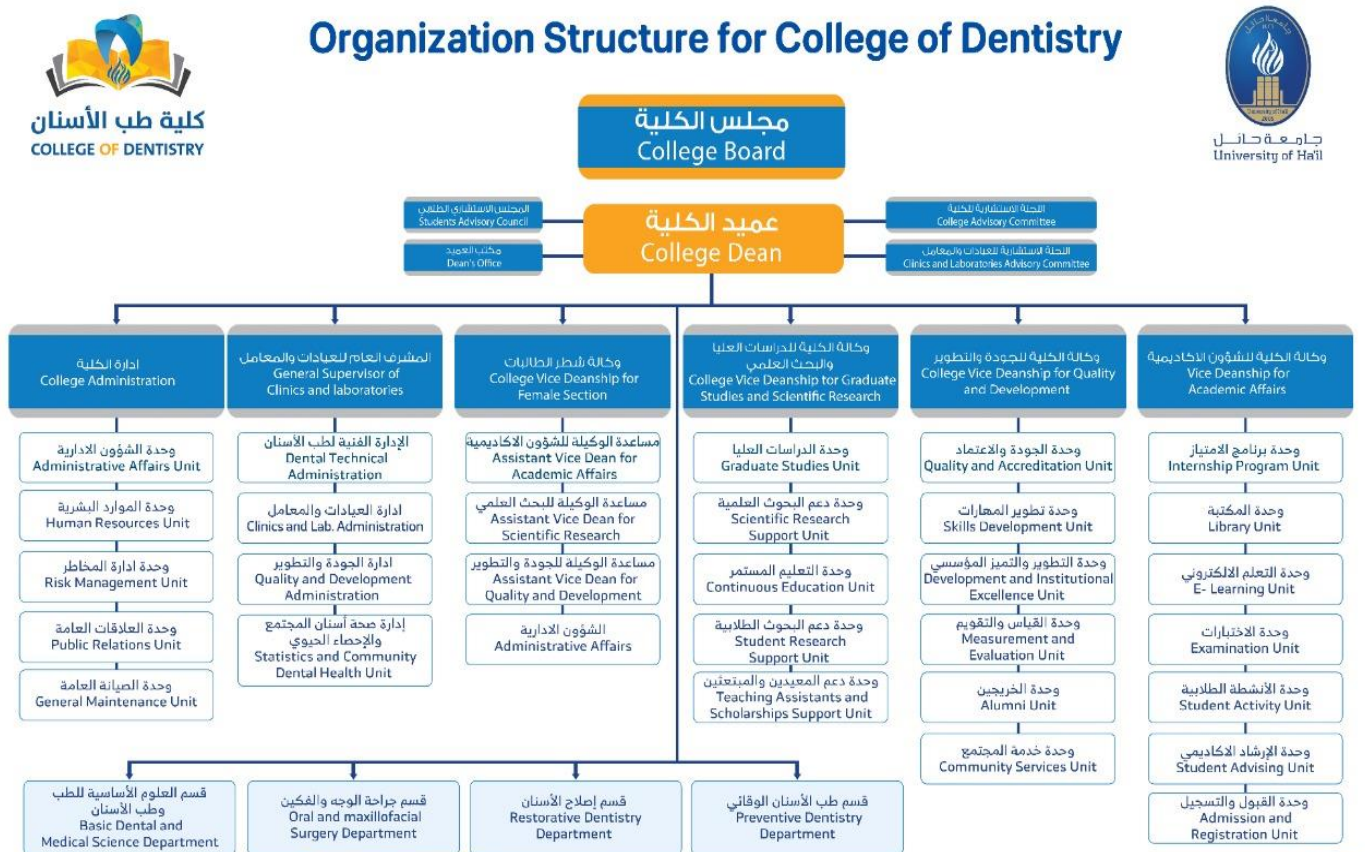
The college has only one program, a dental program. He established the Oral and Dental Medicine and Surgery Program after the generous approval of the Custodian of the Two Holy Mosques, King Abdullah Bin Abdulaziz Al Saud, may he rest in peace, in 1432 A.H. It is a seven-year program, which begins with the first preparatory year (health track) at the university followed by five years devoted to the study of oral and dental medicine and surgery. The student concludes his academic years at the College with a training year - the stage of excellence - in which the student exercises clinical training on the types of treatment services provided in the field of dentistry, after which he receives a bachelor's degree in oral and dental medicine and surgery as an accredited certificate at the local, regional and global levels. The program plan includes 211 approved hours divided between university, general and specialized requirements. The curricula included in the program are prepared and applied in accordance with the university's quality system and in accordance with national and international quality regulations. The program's main objective is to graduate a cadre capable of providing outstanding treatment and research services in society, using the knowledge, skills, theoretical and practical experience it acquired.



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# Organizational structure and analysis of the College

The College is administered through the College Board, which is headed by the Dean of the College. Five agents each have specific responsibilities, as well as four academic sections, as explained in the organizational structure below.



**Figure 3 Organizational structure of the College**

In 1439-1440h, the College reviewed its organizational structure and redesigned it as shown in the previous format; to be more effective in implementing its roles, thereby contributing to the translation of future directions and strategic plans for the college/university. The restructuring of the College's agencies and units and changes in the administrative units and their organizational linkages were required; This will be the minimum organizational structure that allows for the rapid flow of information be-

## Dental College Strategic Plan 2020-2023.....

tween the different administrative levels. It will also allow for strengthening communication between all administrative units, supporting the relationship between male and female students through official channels of communication, in addition to avoiding overlapping powers, eliminating conflicts and reducing expenses.

### Qualitative and quantitative improvement in the statistics of students, faculty, employees, and students

The number of students enrolled in the program has increased:

students		2017/18	2018/19	2019/2020
Total number of students program enrollment	males	20	20	20
	females	21 st century	20	20
	total	41 st century	40	40
Total number of program students	males	99	100	101 st century
	females	101 st century	100	97 mm
	total	200	200	1998 years
Percentage of students attending educational institutions	males	4.7. 1	4.7. 1	4.2. 1
	females	9.1 : 1	8: 1	8.8. 1
	total	6.3 : 1	6.1 : 1	5.6 : 1

Table () shows the development of the number of students enrolled in the dental and dental program

## Dental College Strategic Plan 2020-2023.....

### Evolution of program graduates:

graduates	2016/17	2017/18	2018/19
Number of graduates	49 points	51	37
employment of graduates			
Number of staff graduating from the program	47	43 pm	31 pm
Ratio of employees to total graduates	95.91 %	84.31 %	83.78 %

The previous table shows a marked shortage of teaching staff for both male and female students, which is an indication that human resource efficiency is one of the strategic priorities that the College must work on in the coming years.

### Number of professionals and administrators currently available in the College:

Sentence	Current number (1440/1441H)		Category
	bisecting women	bisecting men	
August 18	14	4	technicians
June 25	17	8	administrators

Item	Number currently available in the year to date		tal number
	bisecting women	bisecting men	
Classroom	8	5	December 13
Smart blackboards	0	9+1 video conference	10
Specialized laboratories	4	4	8
computer labs	1	0	1
Offices of Faculty Members, Lecturers, and Assistants	24 pm	138 mm	162 years
Management and service offices	7	December 12	19
meetings and conferences	1	4	5

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Office of the Chief of Section	0	4	4
associate office	2	7	9
secretary office	2	4	6
library	0	1	1
Specialized devices associated with the software domain	300	300	600
Technical devices(projectors – Computers, etc.)	11 5+25	0 December 13	
number of cycles	4	10	11
number of fire extinguishers	June 25	December 13	43 pm
number of emergency exits	10	8	14

## College Infrastructure

The Department of the Faculty of Dentistry is making great efforts to develop the Faculty's facilities; Recently, a new student building was built with 60 and more clinics. A committee was established to monitor the construction and maintenance of the college's facilities and equipment; to maintain a consistent level of all facilities and equipment. The administration of the College shall endeavor to ensure that the learning resources, facilities and equipment are sufficient to meet the needs of the program and its curricula, are made available to all beneficiaries with appropriate organization, and faculty members and students participate in identifying them based on needs, periodically assess their effectiveness and use the results to improve the efficiency of facilities and equipment. The following table shows the material resources of the Faculty of Dentistry for both male and female students

**Table (2): Tally the material resources of the Faculty of Dentistry with the students**

## Dental College Strategic Plan 2020-2023.....

### Pictures of clinics in Shatar



### Patient pictures





## Dental College Strategic Plan 2020-2023.....

### Lab images with female students



### Lab Images With Students



## Dental College Strategic Plan 2020-2023.....

### Computer lab splitting students



### Classroom





## Dental College Strategic Plan 2020-2023.....

### Al-Mothakira Hall



### Students rest





**quadrennial strategic analysis of the current situation**

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(1)

**environmental analysis results**



## **environmental analysis results**

Those in charge of the strategic plan of the Faculty of Dentistry were keen on using the four-part analysis according to four mechanisms to arrive at a clear and specific definition of the internal and external environment of the Faculty. The following came out:

1. Comparative studies, UNU strategic plan and NCAA accreditation standards .
2. Self-evaluation results and self-study of the program on NCAA models .
3. Results of the internal and external beneficiary survey, through questionnaires, interviews and meetings.
4. Outcomes of the Commission and focus groups.

This is done in order to achieve a comprehensive inventory of all strengths, weaknesses, opportunities and threats in an accurate manner.

### **(d) Internal and external factor matrices**

The Internal and External Factors Matrix is defined as a strategic planning tool that summarizes and evaluates strengths and weaknesses in the internal areas of the College's work. It is called the Internal Factors Matrix. It also summarizes and evaluates opportunities and threats in the external environment of the College, and it is called the External Factors Matrix.

#### **(d/1) Internal strategic factors assessment matrix**

After the members of the College's Strategic Plan Preparation Team have completed the study, diagnosis and analysis of strategic variables and factors in the internal environment of the Faculty of Dentistry, and then the identification of strengths and

## Dental College Strategic Plan 2020-2023.....

weaknesses, the strategic implications of that environmental analysis are drawn. The weighting results of the internal strategic factors are as follows:

strengths				
1.	expression	weighted weight	grade	relative weight
2.	The software has received approval from the German AHGPS authority.	0.24	4	0.06
3.	Develop the program's study plan in line with the National Qualifications Framework, national accreditation requirements and professional practice requirements in Saudi Arabia.	0.20	4	0.05
4.	The College has an effective system for evaluating the performance of faculty members, the results of which are linked to pay, incentives, training and career transfer systems.	0.16	4	0.04
5.	The availability of a vision and a message for the college, which is approved and emanating from the university's message, and which is advertised to the beneficiaries.	0.16	4	0.04
6.	An outstanding research output for faculty members and their staff is collected in a special database updated annually.	0.12	4	0.03
7.	The College is keen to provide effective channels of communication with its employees (teaching staff members, their assistants, students, administrators and technicians).	0.12	4	0.03
8.	Overall leadership is democratic, supportive, capable of building, modernizing, strategic development and quality-supporting.	0.12	4	0.03
9.	a system for electronic communication between faculty and students (Blackboard).	0.12	4	0.03
10.	The appointment of the first three graduates from her sons to the post of assistant. This is the first step toward achieving self-sufficiency and establishing a future base of teaching staff from the college.	0.12	4	0.03
11.	Careful and parallel evaluations are conducted in both the student and student sections of all the required quality standards with significant differences clarified with the participation of faculty	0.12	4	0.03
12.	Comprehensive community services such as: Free treatment through College Clinics, awareness-raising programs targeting civil society institutions such as schools, community centers and hospitals.	0.08	4	0.02
13.	There is a specific, open-ended research plan for the College that corresponds to the research themes of	0.08	4	0.02

## Dental College Strategic Plan 2020-2023.....

strengths				
1.	expression	weighted weight	grade	relative weight
	the University and the nature and mission of the College, prepared by the members of the teaching staff in the various academic departments.			
14	The College adopts academic standards for the ARS program adopted in the light of regional and local standards for dental programs and surgery.	0.08	4	0.02
15	The program implements clear and explicit procedures for verifying the quality and reliability of evaluation methods (e.g. specifications, diversity, comprehensiveness of learning outcomes, grading distribution, accuracy of correction) and for ascertaining the level of student achievement.	0.08	4	0.02
16	Effective mechanisms are in place to discover students who are in trouble, excel and talented. Appropriate support is provided to each of them within the various services provided by the Academy Counseling Unit.	0.08	4	0.02
17	An education and learning strategy is available that is commensurate with the nature of program learning outputs and curricula approved and announced.	0.04	4	0.01
18	The program and curricula were described; According to the practical and knowledge needs of the graduate and according to NCAA models with documented procedures for evaluation, periodic review and corrective action.	0.04	4	0.01
19	Effective mechanisms are put in place to evaluate the adequacy and quality of the services provided to students, measure their satisfaction with them and take advantage of the results in the improvement.	0.04	4	0.01
reference weight for strengths		2.00		0.5

Weaknesses				
weighted weight	grade	relative weight	expression	
0.12	2	0.06	The absence of participation of students in most committees and councils in the college.	1.
0.10	2	0.05	There is no measurement of the surrounding community's need for college and no strategy for activating community partnership.	2.
0.08	2	0.04	Poor quality of operation, maintenance and security below expectations; This has a negative impact on the efficiency of the	3.

## Dental College Strategic Plan 2020-2023.....

			use of equipment and devices for teaching and learning operations.	
<b>0.08</b>	<b>2</b>	<b>0.04</b>	The free services provided by the faculty's dental clinics are twice advertised; This is reflected in the continuous low availability of patients to support the clinical training of the college students.	<b>4.</b>
<b>0.06</b>	<b>2</b>	<b>0.03</b>	Lack of systematic education, research and community partnerships; to benefit from it in improving and developing the program and to achieve its mission.	<b>5.</b>
<b>0.06</b>	<b>2</b>	<b>0.03</b>	The college website is not updated.	<b>6.</b>
<b>0.06</b>	<b>2</b>	<b>0.03</b>	The absence of an effective policy to support the publication of research in local or international scientific journals on behalf of Hail University's faculty, assistants and students.	<b>7.</b>
<b>0.06</b>	<b>2</b>	<b>0.03</b>	Failure to provide training programs for graduates and students coming to graduate based on the results of the competency test.	<b>8.</b>
<b>0.06</b>	<b>2</b>	<b>0.03</b>	There are no rewards policies and incentives available for the college levels of (distinguished faculty members, assistants, students, administrators).	<b>9.</b>
<b>0.06</b>	<b>2</b>	<b>0.03</b>	Lack of suitable places for student activities, and various recreational facilities and facilities, especially in the female students.	<b>10.</b>
<b>0.02</b>	<b>1</b>	<b>0.02</b>	There is a shortage of qualified administrative and technical staff, in addition to a shortage of work, and there is a lack of sufficient training of available technical and administrative staff.	<b>11.</b>
<b>0.02</b>	<b>1</b>	<b>0.02</b>	The lack of research capabilities for teaching staff, the auxiliary body, and college students from clinics and labs, as the incentives for scientific research are low; and the lack of research incentives are the reasons for this research. The Ministry of Science and Technology in Iraq, in particular, the Ministry of Science and Technology, and the Ministry of Science and Technology in Iraq. The Ministry of Scientific Research on this issue is consistent with the decrease in scientific research incentives and research.	<b>12.</b>
<b>0.02</b>	<b>1</b>	<b>0.02</b>	Not fully utilizing the Sixth Year Student Competency Test external examiner system.	<b>13.</b>
<b>0.02</b>	<b>1</b>	<b>0.02</b>	Lack of an integrated risk and crisis management system.	<b>14.</b>
<b>0.02</b>	<b>1</b>	<b>0.02</b>	Low recruitment of distinguished teaching staff; This leads to a shortage in the number of faculty members in the college and an increase in the teaching burden on the faculty, especially employees in leadership positions.	<b>15.</b>
<b>0.01</b>	<b>1</b>	<b>0.01</b>	The lack of equipment and tools for training and treatment provided to specialized laboratories and clinics.	<b>16.</b>

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0.01	1	0.01	Lack of systematic education, research and community partnerships; to benefit from it in improving and developing the program and to achieve its mission.	17.
0.01	1	0.01	Weak financial resources in all aspects of the College; This negatively affects all training activities in factories and clinics.	18.
0.87		0.5	<b>Reference weight for weaknesses</b>	
2.87 pm		1.0	<b>Weighted total weight of internal environment factors</b>	

Looking at the previous table, we find that the internal strategic factors matrix of the Faculty of Dentistry, the impact of the area of power was (2.00), while the impact of the area of weakness (0.87), which shows that the impact of the area of strength is greater than that of the area of weakness, which leads to an opportunity to reduce or eliminate weaknesses in the short term, God willing.

### (d/2) External strategic factors calendar matrix

After the members of the College's Strategic Plan Preparation Team have completed the study, diagnosis and analysis of the strategic variables and factors in the external environment of the Faculty of Dentistry, and then identified opportunities and potential threats, the strategic implications of that environmental analysis are drawn up, the matrix of external strategic factors has been prepared.

**The results of the weighting of the internal strategic factors were as follows:**

Opportunities				
weighted weight	grade	relative weight	expression	
0.32	4	0.08	The commitment of the Ministry of Education and Hail University to establish a quality assurance system for academic programs in Saudi universities; to contribute to quality improvement in all aspects of university education.	1.
0.32	4	0.08	Foreign scholarship funded by the Kingdom and the University.	2.



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Opportunities				
weighted weight	grade	relative weight	expression	
0.32	4	0.08	Some NGOs in Hail have cooperated with the Hail University to monitor the needs of the surrounding community (e.g., Sa-fana al-Khair Association)	3.
0.28	4	0.07	The current interest and orientation of the State and the University towards scientific research.	4.
0.21	3	0.07	Facilities and assistance are provided by the university to attend local and international conferences.	5.
0.18	3	0.06	Growing relations at the university level in Saudi Arabia with dentistry colleges; to achieve the strategic plan of the dental colleges at the level of the kingdom.	6.
0.18	3	0.06	The University's earnest desire and determination to bring about change and development in academic programs to achieve Vision 2030.	7.
1.81 pm		0.5	opportunity reference weight	

Potential threats				
weighted weight	grade	relative weight	expression	
0.20	2	0.10	The non-submission of the dental medicine and surgery program to obtain academic accreditation from the National Center for Evaluation and Academic Accreditation (NCAAA) which may weaken the academic reputation of the outputs of the Faculty of Dentistry of Hail University.	1.
0.20	2	0.10	Difficulty in contracting new board members.	2.
0.20	2	0.10	Lack of community-based college agreements and partnerships with government or private providers to provide outstanding community services.	3.
0.10	1	0.10	The weak employment of private sector graduates from the Faculty of Dentistry; This could affect students' future interest in joining the program.	4.
0.10	1	0.10	The lack of the material participation of civil society organizations, companies and employers in strengthening scientific research at the level of basic and applied research.	5.
0.80		0.5	opportunity reference weight	
2.61 pm			Weighted total weight of external environment factors	

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### (d/3) Matrix of strategic alternatives and selection of appropriate

#### The TWOS Matrix

The matrix of strategic alternatives is the internal and external strategic factors and appropriate strategies that the Faculty of Dentistry will pursue to support its strengths and capitalize on opportunities on the one hand, improve its weaknesses and resist potential threats on the other.

العوامل الاستراتيجية الداخلية		أهم نقاط القوة (S)	أهم نقاط الضعف (W)
العوامل الاستراتيجية الخارجية		<ul style="list-style-type: none"> <li>حصول البرنامج على الاعتماد من الهيئة الألمانية AHGPS.</li> <li>تطوير الخطة الدراسية للبرنامج بما يتفق و"الإطار الوطني للمؤهلات".</li> <li>توافر نظام فعال لتقييم أداء أعضاء هيئة التدريس.</li> <li>توافر رؤية ورسالة للكلية مستمدة ومنبثقة من رسالة الجامعة، ومعلنة للمستفيدين.</li> <li>إنتاج بحثي متميز لأعضاء هيئة التدريس ومعاونتهم بالكلية.</li> <li>تحرص الكلية على توفير قنوات اتصال فعالة مع منسوبيها.</li> <li>تتمس القيادة بالكلية بأنها ديمقراطية وداعمة وقادرة على البناء والتحديث والتطوير الاستراتيجي وداعمة للجودة.</li> <li>وجود نظام التواصل الالكتروني بين أعضاء هيئة التدريس والطلاب (البلاك بورد).</li> <li>تقديم خدمات مجتمعية شاملة مثل: العلاج المجاني من خلال عيادات الكلية، إقامة برامج توعوية.</li> </ul>	<ul style="list-style-type: none"> <li>غياب مشاركة طلبة الكلية في معظم اللجان والمجالس بالكلية.</li> <li>عدم قياس الاحتياجات المجتمعية.</li> <li>عدم توافر شركات علمية أو بحثية أو مجتمعية.</li> <li>عدم توفير إمكانيات بحثية لهيئة التدريس والهيئة المعاونة وطلبة الكلية.</li> <li>عدم وجود سياسة مفعلة لدعم نشر الأبحاث بالمجلات العلمية المحلية أو الدولية.</li> <li>عدم تقديم برامج تدريبية للخريجين والطلاب المقبلين على التخرج.</li> <li>ضعف استقطاب أعضاء هيئة تدريس متميزين.</li> <li>عدم كفاية الكوادر الإدارية والفنية المؤهلة.</li> <li>ضعف الموارد المالية في جميع جوانب الكلية.</li> <li>عدم توافر سياسات للمكافآت ووسائل لتحفيز منسوبي الكلية.</li> </ul>
الفرص (O)		استراتيجية (S + O) استراتيجية نمو و توسع (3.81)	استراتيجية (W + O) استراتيجية تطوير و تحسين (2.68)
التحديات (T)		استراتيجية (S + T) استراتيجية ثبات و استقرار (2.8)	استراتيجية (W + T) استراتيجية انكماش (1.67)
<ul style="list-style-type: none"> <li>التزام وزارة التعليم وجامعة حائل بتأسيس نظام لضمان جودة البرامج الأكاديمية في الجامعات السعودية؛ للمساهمة في الارتقاء بالجودة في كل جوانب التعليم الجامعي.</li> <li>الابتعاث الخارجي المعمول من قبل المملكة والجامعة.</li> <li>تعاون بعض الجمعيات الأهلية بحائل مع جامعة حائل لرصد احتياجات المجتمع المحيط (مثل جمعية سفانة الخير).</li> <li>اهتمام وتوجه الدولة والجامعة الحالي نحو الاهتمام بالبحث العلمي.</li> <li>توفر تسهيلات ومساعدات من قبل الجامعة لحضور المؤتمرات المحلية والعالمية.</li> <li>العلاقات المتنامية بكليات طب الأسنان على مستوى جامعات المملكة العربية السعودية؛ لتحقيق الخطة الاستراتيجية لكليات طب الأسنان على مستوى المملكة.</li> <li>رغبة الجامعة الجادة وإصرارها على إحداث التغيير والتطوير في البرامج الأكاديمية تحقيقاً لرؤية المملكة 2030.</li> </ul>		<ul style="list-style-type: none"> <li>الاستفادة من التزام الجامعة بتأسيس نظام لضمان جودة البرامج الأكاديمية؛ والارتقاء بالجودة في كل جوانب التعليم الجامعي.</li> <li>تحقيق الاستفادة من تمكين إدارة الجامعة على التطوير والتكامل مع المجتمع المدني لتقديم خدمات علاجية في طب الأسنان بالعيادات التعليمية بالكلية والفراش الطبية.</li> <li>عقد شراكات تعليمية وبحثية مع كليات طب الأسنان المتميزة بالمملكة العلاقات المتنامية بكليات طب الأسنان على مستوى جامعات المملكة العربية السعودية.</li> <li>تحقيق الاستفادة من تعاون بعض الجمعيات الأهلية بحائل مع جامعة حائل في عقد شراكات مجتمعية متميزة.</li> <li>الاستفادة من اهتمام وتوجه الدولة والجامعة الحالي نحو الاهتمام بالبحث العلمي في إنشاء معمل بحثي بالكلية.</li> </ul>	<ul style="list-style-type: none"> <li>الاستفادة من دعم الجامعة للبحث العلمي في تحسين مستوى النشر العلمي للأعضاء.</li> <li>الاستفادة من دعم الجامعة للبحث العلمي في تحسين مستوى النشر العلمي للأعضاء.</li> <li>التكامل مع المجتمع المدني لتطوير الخدمات المجتمعية والعلاجية في ضوء احتياجاتهم الفعلية.</li> <li>إعداد وتنفيذ سياسة مفعلة لدعم نشر الأبحاث بالمجلات العلمية المحلية أو الدولية.</li> <li>تقديم الدعم المهني للزم للبحريين والطلبة المقبلين على التخرج.</li> <li>إعداد وتنفيذ سياسات لمكافأة وتحفيز المتميزين من منسوبي الكلية.</li> </ul>
<ul style="list-style-type: none"> <li>عدم تقديم برنامج طب وجراحة الأسنان للحصول على الاعتماد الأكاديمي من المركز الوطني للتقويم والاعتماد الأكاديمي NCAAA الأمر الذي قد ينعكس مستقبلاً السمة الأكاديمية لمخرجات كلية طب الأسنان جامعة حائل.</li> <li>صعوبة إتمام التعاقد مع أعضاء هيئة تدريس جدد في الوقت الحالي.</li> <li>عدم توافر اتفاقيات وشراكات مجتمعية للكلية مع جهات حكومية أو أهلية لتقديم خدمات مجتمعية متميزة.</li> <li>ضعف توظيف القطاع الخاص للخريجين من كلية طب الأسنان؛ مما قد يؤثر على إقبال الطلبة على الالتحاق بها في المستقبل.</li> <li>عدم المشاركة المادية لمنظمات المجتمع المدني والشركات وأصحاب الأعمال في تدعيم البحث العلمي على مستوى البحوث الأساسية والتطبيقية.</li> </ul>		<ul style="list-style-type: none"> <li>حتمية اعتماد برنامج طب وجراحة الأسنان من NCAAA.</li> <li>التكامل مع المجتمع المدني لتطوير الخدمات المجتمعية والعلاجية في ضوء احتياجاتهم الفعلية.</li> <li>دعم التواصل مع أرباب العمل لتعزيز تعيين خريجي الكلية بوظائف القطاع الخاص.</li> <li>الالتزام بتطوير وتحسين البرنامج والمقررات الدراسية بشكل دوري.</li> <li>المحافظة على تقديم خدمات مجتمعية وعلاجية متميزة للمجتمع الحالي.</li> <li>دورية قياس مدى تحقيق مخرجات الخريجين لبرنامج طب وجراحة الأسنان، والاستفادة من النتائج في التحسين والتطوير.</li> </ul>	<ul style="list-style-type: none"> <li>مشاركة طلبة الكلية في كافة اللجان والمجالس بالكلية.</li> <li>استيفاء المعدلات المرجعية لنسبة أعضاء هيئة التدريس والهيئة المعاونة للطلاب واستكمال تعيين القيادات الأكاديمية.</li> <li>تنمية قدرات أعضاء هيئة التدريس والهيئة المعاونة والمهارات الإدارية للجهاز الإداري.</li> <li>دعم الباحثين للمشاركة في الأنشطة البحثية المشتركة، البحث العلمي بالكلية وأخلاقيات البحث العلمي.</li> <li>دعم المشاركة الطلابية في إنتاج ونشر الأبحاث العلمية.</li> <li>تعزيز الاستفادة من مكونات البنية التحتية للكلية في تحقيق رسالتها وأهدافها الاستراتيجية.</li> </ul>



## **Strategic issues and priorities**

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### Criteria for selecting strategic issues:

In identifying the Faculty's strategic issues, the Faculty of Dentistry's Strategic Plan team undertook a set of criteria to identify priority issues for the College, which were as follows:

- The strategic issue should be key, that is, of great value to the College.
- It must have a noticeable impact on the college's ability to achieve its vision, mission, and ambitions that the college aspires to achieve in the future.
- Match the needs of the beneficiaries.
- Strategic issues should be within the College's area of work, meaning that the College has the opportunity to influence these issues; in order to achieve its goals.
- The strategic issue can be built into the areas of power and opportunity, or it can reduce the college's vulnerability to vulnerabilities and threats.
- College should be the best institution to deal with this issue.

### Key strategic issues:

Strategic issues are long-term issues that affect the entire work of the institution/college. These issues represent difficulties or problems that have a tangible impact on the way the institution works or is able to achieve ambitious and tangible results. They also represent the most urgent, most important, and most influential priorities for the institution and on which strategic goals and objectives are based.

The Faculty of Dentistry's Strategic Plan Team identified key issues during the preparation of the College's Initial Strategic Plan (1441-1446H) in accordance with the following procedures:

1. Analysis of beneficiary needs (internal and external).
2. Analysis of the internal and external environment of the College; to identify strengths, weaknesses, opportunities, and potential threats.
3. Identify the strategic issues of the Faculty of Dentistry in the light of beneficiary needs reports and analyze the internal and external environment of the Faculty.

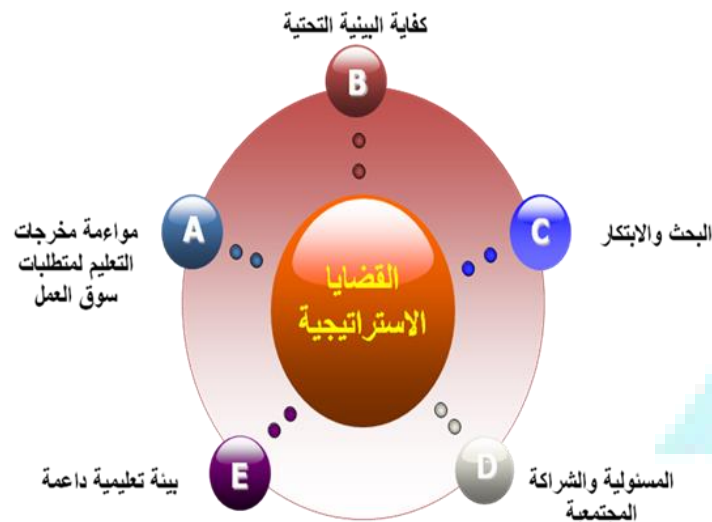
## Dental College Strategic Plan 2020-2023.....

4. Brainstorming sessions with all team members; To agree on selecting a set of issues while avoiding overlap, it was agreed on the following issues:

- Alignment of educational outputs with labor market requirements.
- Research and innovation.
- completion and development of infrastructure.
- Community Responsibility and Partnership.
- supportive learning environment.

5. Each case is explained separately in terms of concept, dimensions and containment mechanisms, as follows:

### Strategic issues of the Faculty of Dentistry in final form:



### Quick gains from containment of these issues:

To be sure, there will be many immediate and futures gains that the College will reap from embracing these strategic issues. The most notable of these quick wins can be addressed as follows:

- Preparation of a distinguished and competent graduate who is qualified to practice dentistry with high abilities and skills.
- Enhance the quality of the educational and training process in all the activities of the College.



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- Sustainability of the development of academic and training programs for competitive advantage of the College.
- Promote the participation of students in the production of applied scientific research.
- Strengthen cooperation with health sectors.
- Upgrading the overall infrastructure efficiency to achieve sustainable development.



# **College Strategic Directions**

## Introduction:

The formulation of the College's strategic orientations is important and cannot be overlooked, because in one way or another the future is shaped by its decisions and directions; Therefore, the vision and message of the college were updated, with the participation of both internal parties in the educational institution and external parties through meetings, distribution, and analysis of opinion polls and questionnaires.

### vision

To achieve leadership in academics, research, and community healthcare, with excellence in the field of dentistry at local and regional levels.

### Mission

Preparing competitive dental graduates, who can provide optimal oral healthcare and community services along with meaningful contribution to scientific research, by offering a supportive academic environment.

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### governing values

The governing values of the Faculty of Dentistry-Hail University require that the success of the Faculty's strategic plan require the identification of a set of governing values, which represent the basic governing starting point for behaviors that are considered the solid foundation for all of the transactions; Therefore, governance values have been adopted to ensure the implementation of the strategic plan and to achieve the desired objectives of:



### strategic objectives

The final goals and strategic objectives that serve the main axes of the educational and research work system and the community service of the Faculty of Dentistry were defined; To achieve the vision and mission of the College based on studying the current status of the College, identifying strengths and weaknesses, studying opportunities and threats in the internal and external environment, and identifying gaps through

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gap analysis. In light of the above, the final goals and strategic objectives of the College can address these gaps, achieve the College's mission, and contribute to the realization of the University's mission. These goals were presented to the beneficiaries and rewritten in its final form.

### Final goals and strategic objectives





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### Strategic objectives:

It is a set of goals that the Faculty of Dentistry writes and seeks to achieve through initiatives that write its proposals to the Strategic Plan's adopters.

### The strategic objectives of the Faculty of Dentistry are:

