



**College of Agriculture and Veterinary Medicine**

## College of Agriculture and Veterinary Medicine Strategy

2020 – 2025 (1442 – 1447)

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# 1. Introduction

Studying began at the college in 1402/1403 AH, and since that time, the college has been witnessing steady growth in scientific and research fields and infrastructure, continuous development of study plans and upgrading the level of scientific research within the framework of a conscious scientific outlook that is in line with the needs of the Kingdom and the research identity of the university. All college programs have obtained full accreditation from the Education and Training Evaluation Commission, represented by the National Center for Academic Accreditation and Evaluation, for the period from May 2016 AD to April 2023 AD.

The college administration is always keen to develop its programs at the level of undergraduate and postgraduate degrees, depending on global changes in the field of its various specializations. The College of Agriculture and Veterinary Medicine seeks to keep pace with scientific development in the college's programs (Plant Production and Protection Program - Animal Production and Breeding Program - Food Science and Human Nutrition Program and Veterinary Medicine Program) and upgrading its role in the economic and social development in the Kingdom through the application of quality standards in a scientific framework that meets requirements and needs of society. The college has sought to have an effective participation of faculty members, administrators, technicians, students, leaders and representatives of all parties related to the college programs to enhance the strengths and avoid the weaknesses and work on developing them by using the available opportunities and the competitive advantages of the college.

The college provides a master's program in plant production and protection that is divided into two tracks (plant production and plant protection), and a master's program in animal production and breeding that is branched into two tracks (animal production and poultry production), and a master's program in food science and human nutrition that is branched into two tracks (food science and human nutrition) and 4 master's programs in veterinary sciences (basic veterinary sciences, laboratory diagnostics, preventive medicine program, and veterinary clinical sciences).

## 2. Introduction

Human resources includes 232 male and female affiliates at the college level, of whom 123 are faculty members and the like (97 males, 26 females), in addition to 29 scholarship students (18 internal scholarships and 11 external scholarships) and 80 who occupy administrative, technical and operational positions. The infrastructure of the college includes: 19 classrooms, 49 laboratories, one research center (Promising Research Center in Biocontrol and Agricultural Information), a scientific journal for agricultural and veterinary sciences, one research chair (Sheikh Saleh Abdullah Kamel Chair for Palm and Dates Research), and the Abdullah Al-Sulaiman Award for Creativity in Palm and Dates (Jud) and Scientific Society (branch of the International Poultry Science Association).

The College of Agriculture and Veterinary Medicine is one of the first colleges in the university that prepared a ten-year strategic plan for the years 2010-2020. The college was one of the units participating in the implementation of 81 projects at the university level. The university has completed the closing of its strategic plan (2010-2020) with an achievement rate of 73%. In addition, 15 strategic projects have been implemented at the college level, with a completion rate of 82.7%. This previous strategic practices of the college has provided its employees with experience and culture in the field of strategic planning and its applications, which helped in preparing the second strategic plan for the years 2020-2025.

The strategic plan for the College of Agriculture and Veterinary Medicine 2020-2025 has been prepared in an ambitious manner that will raise the level of the college's outputs and help to achieve outstanding quality in performance based on the effective participation of the relevant parties and what is the college aiming for enhancing its role in achieving sustainable development in the Kingdom and in accordance with the governing national strategic frameworks, and on top of which is the Kingdom of Saudi Arabia's Vision 2030 and the Saudi Universities System.

## 2. About College of Agriculture and Veterinary Medicine

Students of Academic Year 2020/2021: 1867 (Male: 1079 – Female: 788)

Faculty Members: 123

Departments: 4

Educational Programs: 4

Postgraduate Programs: 7

Alumni of the Academic year 2020/2021: Male: 129 – Female: 207

Administrative, Technical and Operational Positions: 80

Classrooms: 19

Laboratories: 49

Research Centers, Chairs and Awards: 3

- Promising Research Center in Biological Control and Agriculture Information.
- Research Chair of Sheikh Saleh Kamel for Palm and Dates.
- Research Award of Abdullah Alsuliman for Creativity in Palm and Dates (Jud).

### 3. Strategic Plan Components

An ambitious: Vision

An inspiring: Mission

Values: 7

Strategic Goals: 6

Strategic Projects: 30

Strategic Performance Indicators: 40

## 4. The Strategic Framework

### 4.1 Vision

**A nationally distinguished college in, agriculture, food and veterinary education and scientific research, and supportive of sustainability and partnership.**

### 4.2 Mission

**Provision of accredited educational and professional programs, applied research and consultative services in agricultural, food and veterinary fields contributing to agricultural development, food security and sustainable environment characterized by governance, innovation and partnership.**

## 4.3 Values

### College of Agriculture and Veterinary Medicine Adopts Institutional Values of Qassim University:

- **Belonginess:** we foster a sense of national belonging and a culture of intiativeness, giving and volunteering.
- **Justice:** We seek to achieve fairness and equal opportunity.
- **Honesty:** We perform with loyalty and commit to morality and professional ethics.
- **Transparency:** We are committed to disclosing transactions and procedures and upholding the principles of accountability and integrity.
- **Perfection:** We apply the highest quality standards to distinguish our outputs.
- **Creativity:** We encourage innovative thinking and valuable creative products.
- **Institutionalization:** We establish a culture of intellectual and behavioral teamwork.



## 4.4 Strategic Goals

- 1. Assurance of the quality of education in the college and realization of distinctiveness in target specialization.**
- 2. Raising eligibility, competitiveness and professionalism of students.**
- 3. Enhancement of research identity and improvement of applied research and innovation to fulfill the needs of sustainable development.**
- 4. Development of institutional governance administrative performance and enhancement of satisfaction and institutional loyalty.**
- 5. Enhancement of self-financial sources and completion, development and sustainability of infrastructure .**
- 6. Enhancement of cooperation and information exchange with national and international institutions.**

## 5. Strategic Projects

### Strategic Goal No. 1

#### Strategic Projects

### Assurance of the quality of education in the college and realization of distinctiveness in target specialization

- 1-1 Structuring academic programs in accordance with local and national priorities.
- 1-2 Reaccreditation for all academic programs at the national level.
- 1-3 Designing interdisciplinary educational programs.
- 1-4 Sustainable College - Greening the Courses.
- 1-5 Establishment and development of student clubs.
- 1-6 Raising the effectiveness of counseling services for students.
- 1-7 Apprenticeship for underperforming students.
- 1-8 Enhancement of student satisfaction and sense of belonging.

### Strategic Goal No. 2

#### Strategic Projects

### Raising eligibility, competitiveness and professionalism of students

- 2-1 Improvement of the academic performance of students.
- 2-2 Motivation of excellent and distinctive students.
- 2-3 Enhancement of voluntary work.
- 2-4 Enhancement of contact and coordination with alumni.

## 5. Strategic Projects

### Strategic Goal No. 3

#### Strategic Projects

### **Enhancement of research identity and improvement of applied research and innovation to fulfill the needs of sustainable development**

- 3-1 Enhancement of the College Research Identity.
- 3-2 Development of Research Output.
- 3-3 Development of Applied Research.
- 3-4 Development of Students' Research.
- 3-5 Greening the Research.
- 3-6 Developing existing graduate studies programs and introducing new program.
- 3-7 Linking graduate research to the needs of development.
- 3-8 Attracting and nurturing innovative researchers.

### Strategic Goal No. 4

#### Strategic Projects

### **Development of institutional governance administrative performance and enhancement of satisfaction and institutional loyalty**

- 4-1 Activating the advisory councils in the college.
- 4-2 Developing mechanisms for human resources development.
- 4-3 Extending women empowerment in the college.
- 4-4 Developing the mechanisms for attraction and retention.

## 5. Strategic Projects

### Strategic Goal No. 5

#### Strategic Projects

### Enhancement of self-financial sources and completion, development and sustainability of infrastructure

- 5-1 Increase the college revenues and activation of investment partnerships.
- 5-2 Establishing and integrated educational and research station for the college.
- 5-3 Improvement and beautification of college facilities.

### Strategic Goal No. 6

#### Strategic Projects

### Enhancement of cooperation and information exchange with national and international institutions

- 6-1 Development of collaborative training.
- 6-2 Establishment offices for target national and international scientific societies.
- 6-3 Partnerships with prestigious research institutions in target specializations.

## 6. Strategic Performance Indicators

### Strategic Goal No. 1

#### Key Performance Indicators

### Assurance of the quality of education in the college and realization of distinctiveness in target specialization

1. Proportion of programs with national accreditation.
2. Students evaluation of the quality of learning experiences in the programs.
3. Students evaluation of courses quality.
4. Final year students' rate of satisfaction with the overall quality of teaching.
5. Student-Faculty ratio.
6. The retention rate of first-year students in the college.
7. Graduation rates within the program completion time limits.
8. Average students' satisfaction with the provided services.
9. The rate of the beneficiaries satisfaction with the learning resources.
10. The number of students benefiting from the interdisciplinary and apprenticeship programs.
11. Proportion of students participating in student clubs.
12. The rate of students' satisfaction with the activities of student clubs

### Strategic Goal No. 2

#### Key Performance Indicators

### Raising eligibility, competitiveness and professionalism of students

1. Employers rate of satisfaction with graduates' proficiency.
2. Proportion of graduates who were employed within one year of graduation.
3. Proportion of graduates who joined postgraduate programs within one year of graduation.
4. Number of students volunteer hours per student.
5. The number of students who received excellence or creativity awards.

## 6. Strategic Performance Indicators

### Strategic Goal No. 3

#### Key Performance Indicators

### Enhancement of research identity and improvement of applied research and innovation to fulfill the needs of sustainable development

1. Number of papers published in ISI Indexed Journals.
2. Number of papers published in Scopus Indexed Journals.
3. Applied research rate out of total completed research.
4. The rate of published research for Faculty members.
5. Research citation rate for Faculty members.
6. The number of student research published in Journals.
7. Number of awards for innovators and patents.

### Strategic Goal No. 4

#### Key Performance Indicators

### Development of institutional governance administrative performance and enhancement of satisfaction and institutional loyalty

1. Average training hours for College teaching staff and employees.
2. Satisfaction rate of College employees on the quality of administrative procedures.
3. The number of faculty members participating in development training programs.
4. The number of training courses offered to develop female teaching staff and employees.
5. The percentage of activating the recommendations of the program advisory boards.
6. The rate of teaching staff and employee satisfaction with the mechanisms of human resource development.

## 6. Strategic Performance Indicators

### Strategic Goal No. 5

#### Key Performance Indicators

### Enhancement of self-financial sources and completion, development and sustainability of infrastructure

1. Number of investment partnerships.
2. The percentage of the College own income to the total income.
3. Percentage of completion of establishing the educational and research station.
4. Percentage of achieving green building standards

### Strategic Goal No. 6

#### Key Performance Indicators

### Enhancement of cooperation and information exchange with national and international institutions

1. Number of research partnerships.
2. Percentage of active cooperative training programs.
3. The rate of students satisfaction with the cooperative training programs.
4. Number of programs developed in partnership with external targeted parties.
5. Number of programs and training courses offered by the college to graduates.
6. Graduates satisfaction rate with programs and training courses.

## 7. Strategic Vigilance

### 7.1 Early risk prediction:

The College followed a scientific methodology to forecast potential risks and displayed strategic vigilance in combating those threats. Subsequently, the College devised effective mechanisms to address these challenges strategically and fruitfully. The table below illustrates the most important risks stemming from the strategy itself and shows the treatment mechanisms employed.

**Major Risks Expected Risks Suggested Strategic Treatments**

<b>Expected Risks</b>	<b>Suggested Strategic Treatments</b>
Weakness or lack of funding for strategic projects	A project to link the College budget to its strategic objectives, and a clear crystallization of projects that need funding
Weak motivation in implementing the strategy	Design an effective strategy ownership mechanism and an appropriate incentive package
Change and succession in leadership	Institutional linkage across terms of reference, tasks and powers and inclusion of the implementation of the strategy within the performance indicators of leadership assessment and the subsequent administrative and financial frameworks



## 7. Strategic Vigilance

### 7.2 Developing a mechanism to reduce the risks of the strategy:

In order to achieve high rates in the implementation of the strategy, the strategic plan adopted a new methodology based on recent studies, practical as well as accumulated experiences. In which the owner of strategic projects was directly responsible to the dean and vice deans of the college. The strategic ownership was reflected in the tasks assigned to each of them and their evaluation indicators. The identification of their precise owners reinforced the sense of responsibility and reduced the risks of weak or non-implementation of the strategy. In order for the mechanism to deal with these risks to be effective, several methodological steps were followed, the most important of which were:

1. The Strategic Planning unit of the College periodically monitored the implementation of the strategic plan and reported on it through multiple tool, such as measuring performance indicators as well as measuring the level of progress in project completion.
2. Full and precise commitment to the «escalation mechanism» which dealt with escalating the obstacles and challenges faced by the agencies responsible for implementing strategic projects to the dean of the College and then the University administration according to precise controls.
3. The methodology of the periodic strategic review is a guarantee to follow up on the implementation of the strategic plan. Therefore, the strategic plan established an annual follow-up mechanism for the level of progress in implementing the plan identifying risks and obstacles if any and crystallizing effective detailed solutions, in addition to submitting the necessary reports to the decision-maker to introduce the necessary strategic adjustments and approve them according to the mechanism.

## 7. Strategic Vigilance

### **7.3 General risk ranking and treatment mechanism:**

The strategic plan recognized that the College may face multiple risks that may hinder it from achieving its Mission and carrying out its role efficiently. Hence, the strategic plan classified potential risks in terms of control either internal or external control and in terms of the type of impact into four main categories i.e. strategic risks, financial risks, operational risks and natural hazards. These risks must be dealt with and managed with high professionalism, according to a system approved by the College and committed to by the risk management.

The College relies in its plan on a standard methodology for analyzing risks using “likelihood of occurrence” and “degree of impact” based on the principles of risk management i.e. ISO AS / NZS 31000: 2009. The principles were translated into practical practices through the risk matrix that helped officials to deal professionally with them.

### **7.4 Strategic Close: The Mechanism for Closing the Strategic Plan:**

The College strategic plan (2020-2025) is closed after a lengthy and delicate process that included an evaluation of the outputs and determination of the percentage of completion for each project, and strategic goal in order to show the level of the College achievement of its Mission and Vision. The report with its lessons learned, is considered an essential input for formulating the next strategic plan. The closing steps consist of the following:

## 7. Strategic Vigilance

1. Define the target strategic objectives (40 performance indicators).
2. Define the outputs and performance indicators for the 30 strategic projects.
3. Determine the end date of the strategic plan - December 2025.
4. Compare the actual performance with the target for performance indicators and strategic projects at the point of the closing date.
5. Issue a closing report indicating the College level of achievement of its strategic plan, and have it approved by the College council.

## 8. Appendices

## 8.1 Methodology for Preparing Strategic Plan

### 1. Mobilization and Preparation of the Draft Second Strategic Plan (SSP):

- a. Formed a Strategic Team to prepare the SSP headed by the dean of the college and members of the team were well versed with Strategic planning concepts and were diverse in disciplines.
- b. The methodology of previous strategic plan (2010-2020) was reviewed.
- c. A SSP draft was prepared based on lessons learned from the previous strategic plan.

### 2. Diagnosing and Benchmarking:

The results of the previous SWOT analysis have been updated, especially the strengths, weaknesses, opportunities and threats .

### 3. Initial drafting of the Strategic Framework:

- a. The drafting of the current strategic framework has been reviewed (vision, mission, values and strategic goals), in line with the university's strategic framework.
- b. Prepared a report summarizing the initial formulations.

### 4. Final drafting of the Strategic Framework:

- a. Solicited views from relevant parties regarding the preliminary formulations.
- b. Developed initial formulas according to feedbacks.
- c. Prepared the final formulations.

## 8.1 Methodology for Preparing Strategic Plan

### 5. Preparation of Strategic Projects:

- a. Reviewed the College structural, educational, service and financial frameworks, in an integrated format.
- b. Elaboration on the preliminary strategic projects.
- c. Elaboration on the preliminary Key Performance Indicators (KPIs).
- d. Final formulation of Strategic Projects and KPIs.

### 6- Reviewing, approving and preparing the final report for the strategy:

- a. Determine the contents of the final strategy document and its appropriate structure.
- b. Presenting the document to the relevant parties and members of the College Council.
- c. Recommending approval of the document by the College Council.
- d. Final approving the document from the agency of Vice Presidency for Planning, Development and Quality.
- e. Print the official document of the strategic plan 2020-2025.

## 8.2 The most prominent lessons learned from Implementing Previous Strategic

1. Providing financial support for the implementation of infrastructure projects.
2. Coordination between the reference, implementing and supporting agencies.
3. Setting performance indicators to measure the implementation of strategic projects.
4. Develop performance indicators to measure the achievement of strategic goals.
5. Develop a mechanism for follow-up, evaluation and strategic audit.
6. Spreading the culture of strategic thinking among the college employees.
7. Develop a plan to reduce potential risks when implementing the strategic plan.
8. Preparing periodic reports on the extent of progress in implementing the strategic plan according to its schedule.
9. Using the college's mission as a basis for all administrative operations by setting specific measurable mechanisms within continuous improvement plans.
10. Developing and amending the strategic plan in response to the results of strategic audit, evaluation and changing circumstances.
11. Benefit from the outputs of the previous strategic plan as inputs in preparing the strategic plan 2020-2025.

## 8.3 SWOT Analysis

Weaknesses	Strengths
<ul style="list-style-type: none"> <li>- Lack of proper utilization of the infra-structure.</li> <li>- The inability of college to fully benefit from the agricultural research station and the veterinary hospital.</li> <li>- The low turnout of outstanding students to the college.</li> <li>- Merging the College of Agriculture with Veterinary Medicine.</li> <li>- Weak reflections of the principles of sustainability in educational programs and courses.</li> <li>- Nothing was done in restructuring of the college in accordance with labor market needs and the requirements of national development.</li> <li>- High teaching load on staff members.</li> <li>- Lack of incentives to encourage creativity for faculty members.</li> <li>- Poor facilities of laboratories and small size of lecture halls.</li> <li>- Poor maintenance and supervision.</li> <li>- Lack of budget for scientific research, and innovation.</li> <li>- The small number of specialized technicians.</li> </ul>	<ul style="list-style-type: none"> <li>- Availability of scientific and administrative skills.</li> <li>- Availability of a Community and Environment Service Unit to support and serve the community in the agricultural and veterinary fields.</li> <li>- Availability of expertise and capabilities to conduct accredited tests.</li> <li>- Presence of a learning environment for students to acquire professional experience.</li> <li>- Availability of academic guidance for students.</li> <li>- College programs awarded full academic accreditation.</li> <li>- Existence of postgraduate programs in every program of the college.</li> <li>- Re-naming of the college and re-structuring of departments.</li> <li>- The college's regional leadership due to experience and competitive advantages.</li> <li>- Availability of academic and research staff with diverse and accumulated experiences.</li> <li>- The geographical diversity of the college faculty members.</li> <li>- The college owns an integrated food factory.</li> <li>- Availability of cooperative training in all programs to provide students with skills and linking them to employers.</li> </ul>



Threats	Opportunities
<ul style="list-style-type: none"> <li>- Adverse cultural and community impressions on college graduates.</li> <li>- Poor employment of some programs in government institutions.</li> <li>- Deficient participation of related parties in discussions concerning development of the college.</li> <li>- Lack of water resources and its impact on the agricultural sector.</li> <li>- Weak input of admitted students.</li> <li>- Reluctance of students to join the college.</li> <li>- Weak link between local market requirements and college outputs.</li> <li>- Lack of an organizing body or association for professional adjustment of the college programs.</li> <li>- More competition by other universities in attraction of teaching staff.</li> <li>- Poor privileges that faculty members receive from the university.</li> <li>- Going towards the privatization of universities and relying on their own resources.</li> <li>- Investment exploitation of the agricultural research and experiments station and separating it from the college to become one of the sources of self-financing for the university.</li> </ul>	<ul style="list-style-type: none"> <li>- Availability of job opportunities in the Saudi market in agriculture, veterinary and food security.</li> <li>- The interest of the university in development and excellence with the continuous financial support from the government.</li> <li>- Availability financial capability for the development of scientific research.</li> <li>- Availability of local and international partnership opportunities.</li> <li>- Planning for strengthen the links with those concerned with agriculture in the region by establishment of research and consultancy centers.</li> <li>- Giving more attention to agricultural information and communication with related citizens and companies.</li> <li>- Existence of regional and international competition to improve educational outputs.</li> <li>- Increased number of students who are willing to enroll in postgraduate studies programs.</li> <li>- Presence of agricultural environment in Al-Qassim region.</li> <li>- The need of Al-Qassim region for the disciplines of the College of Agriculture and Veterinary Medicine.</li> <li>- The interest of government with preserving the environment and the Saudi green initiative in line with the Kingdom's Vision 2030.</li> </ul>

## 8.4 Assessment of the Components of Strategic Framework

After completing the Draft SSP 2020-2025, it was presented to our partners (beneficiary groups inside and outside the College) to comprehend their views on the components of the new plan. Around 200 participants were involved comprising of: faculty members, employees, students, graduates, and parents. The following is a presentation of the results of evaluating the components of the strategic framework for the College of Agriculture and Veterinary Medicine.

### 1. Overall assessment:

	Arithmetic Mean	Standard Deviation	Degree of Quality
<b>Vision</b>	4.3	0.107	High
<b>Mission</b>	4.4	0.114	High
<b>Values</b>	4.3	0.127	High
<b>Strategic Objectives</b>	4.2	0.159	High

## 8.4 Assessment of the Components of Strategic Framework

### 2. College Vision Assessment:

	Arithmetic Mean	Verification Degree
Compatible with University Vision	4.5	High
Distinctive identity of the College	4.4	High
Inspirational	4.2	High
Vision ambition	4.3	High
Motivational to achieve the Mission	4.2	High
Appropriate to the culture of the community	4.4	High
Easy to Understand	4.4	High

## 8.4 Assessment of the Components of Strategic Framework

### 3. College Mission Assessment:

	Arithmetic Mean	Verification Degree
Compatible with University Mission	4.5	High
In line with the College Vision	4.5	High
Reinforcing the College identity	4.4	High
Achievable with the main purposes of the College	4.4	High
Assisting in setting goals	4.3	High
Meet the needs of the labor market	4.2	High
Achieving Integration of College activities	4.3	High
Easy to Understand	4.4	High

## 8.4 Assessment of the Components of Strategic Framework

### 4. College Values Assessment:

	Arithmetic Mean	Verification Degree
Belonginess	4.5	High
Justice	4.3	High
Honesty	4.4	High
Transparency	4.3	High
Perfection	4.3	High
Innovation	4.1	High
Institutionalization	4.3	High

## 8.4 Assessment of the Components of Strategic Framework

### 5. Assessment of Strategic Goals:

Strategic Goals	Arithmetic Mean	Verification Degree
Assurance of the quality of education in the college and realization of distinctiveness in target specialization.	4.3	High
Raising eligibility, competitiveness and professionalism of students.	4.2	High
Enhancement of research identity and improvement of applied research and innovation to fulfill the needs of sustainable development.	4.2	High
Development of institutional governance administrative performance and enhancement of satisfaction and institutional loyalty	4.2	High
Enhancement of self-financial sources and completion, development and sustainability of infrastructure.	3.9	High
Enhancement of cooperation and information exchange with national and international institutions.	4.1	High