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Majmaah University

Program Improvement Plan

College Name	College of Nursing	Program Name	Primary Nursing Care
Academic Degree	Bachelor of Science in Nursing	Number of Years of Study	4 years
Number of Students	463	Number of Faculty Members	23

University mission: "Commit to creating an environment conducive to competition-based learning and quality knowledge to fulfil the university's social responsibility towards sustainable development and quality of life."

Program mission		Conducive Environment	Competitive-based learning and quality knowledge	Social Responsibility	Sustainable Development and Quality of Life	
	Quality Education		■			
	Supporting Environment	■				
	Scientific Research				■	
	Community Responsibility			■		

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Program mission	Preparation of competent nursing graduates through quality education environment supporting scientific research and community responsibility.	
Operational program objectives		
S.	mission **section related to the objective**	**Operational objective text**
1	Preparation of competent nursing graduates through quality education environment	Create a stimulating and conducive academic environment for teaching students to excel in the classroom, laboratories, and scientific field
2	Preparation of competent nursing graduates through quality education environment supporting scientific research and community responsibility.	Help graduates in applying theoretical and experimental knowledge acquired from basic sciences and nursing sciences to develop comprehensive plans of care for individuals, families, and communities throughout their life.

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Strategic Objective	Sustain the Quality Management System of the BSN Program to ensure that, every time a process is performed, the same information, methods, skills and controls are used and applied in a consistent manner. Ultimately, to ensure student, stakeholders and community satisfaction.
Initiative Source: Program Report	**Students Evaluation of Program Quality.** (KPI-P-02) *The results remained at 3.7 when compared to last year. It did not reach its target benchmark of 4, internal benchmark of 3.9 and external benchmark of 3.8. The internal benchmark went lower from 4 to 3.9. With these results the new target benchmark will remain at 4. The actual rating for males is 3.6 which is lower than the previous results of 3.8 while the female results increased from 3.6 to 3.7.* **Program Outcome Evaluation Survey:** *Item 6 - Analyze information and systems related to continuous quality initiatives that promote with average rating of 3.40.*
Detailed Objective:	QMS consistent with NCAAA and NQF, processes are monitored and action plans closed, QMS are communicated from top to bottom. To promote customer satisfaction, continuous improvement, regulatory compliance, effective decision-making, competitive advantage, efficiency, QMS documentation, data management, employee engagement, employee training, growth, reduced costs, risk management, quality analysis, improvement opportunities, internal processes, operational consistency, and quality policy.
Initiative or Project:	Quality Management System Initiative
Responsible Authority:	Academic Accreditation & Quality Assurance Committee
Required Resources	

Activities	Performance indicators	Target	Time period		Follow-up/implementation member
			from	to	

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Updating of various forms of NCAAA used in the program to the latest version. The new forms of the NCAAA will be adopted for all the program forms	Percentage of the Forms Revised	100%	29 /08/2023	15/04/2024	Academic Accreditation & Quality Assurance Committee
Implementation of the action plan to accomplish the recommendations provided by the NCAAA. Preparation of the documents and evidence to meet the requirements.	Percentage of Actions in the Plan Completed	100%	29/08/2023	01/09/2024	All the committees of the program
Ensuring the consistency of the program with the national qualification framework. The audit will be performed to verify the consistency of each domain of learning.	Percentage of Consistency	100%	29/08/2023	01/05/2024	Academic Affairs Committee
Reconstitution of the department committees based on the new college organizational structure. The faculty members will be allotted to the new committees.	Percentage of Committees with Designations	100%	29/08/2023	01/05/2024	Head of the Program
Orientation of faculty members to the roles and responsibilities of the various committees of the program. The workshop will be organized for the orientation of the faculty members.	Percentage of Faculty Attendance	100%	29/08/2023	01/09/2024	Academic Accreditation & Quality Assurance Committee
Performing periodic evaluations of the processes of teaching and learning. This will be performed by various committees as a part quality management system.	Percentage of Evaluation Items Monitored	100%	29/08/2023	29/05/2024	Academic Accreditation & Quality Assurance Committee

Strategic Objective	**To ensure that course materials are properly updated and delivered using appropriate pedagogical approaches while keeping pace with important developments related to the course.**
Initiative Source: Performance Indicators Report	**NCAAA Condition 3 Recommendations:** *BSN should develop and implement a comprehensive curriculum and assessment review process in relation to PLOs, CLOS and assessment methods aiming to keep their content current and up to date.* **Quality Outcome (Student Performance):** (KPI-P-03 - The proportion of undergraduate students who completed the program in minimum time in each cohort). *Significant increase of 13.63% in the pass rate compared to the previous year, reflecting positive progress. 95.83% Actual / 90% Target.* (KPI-P-04 - Percentage of first-year undergraduate students who continue at the program the next year to the total number of first-year students in the same year. *An increase of 1.03% in the pass rate compared to the previous year, reflecting positive progress. 99% Actual / 98% Target.* (KPI-P-05 - Percentage of students or graduates who were successful in the professional and/or national examinations, or their score average and median). *The target performance has been achieved, but less than last year. The College of Nursing regularly conducts an SNLE preparation workshop each semester. The students acquire the experience of the SNLE. 89% Actual / 85% Target.* (KPI-P-06a - Percentage of graduates from the program who within a year of graduation were employed within 12 months). *The percentage of employed graduates has decreased from 95% in 2022-2023 to 83.3% in 2023-2024. The target benchmark of 100% was not met in either year. However, the internal benchmark of 80% was exceeded in both years. The performance shows a decline year-over-year, indicating a potential issue that needs to be addressed to meet the target and external benchmarks. 83.3% Actual / 100% Target.* (KPI-P-06b - Percentage of graduates from the program who within a year of graduation were enrolled in postgraduate programs within the first year of their graduation to the total number of graduates in the same year). *The percentage of graduates enrolled in postgraduate programs increased from 0% in 2022-2023 to 5.2% in 2023-2024. The target benchmark of 2% was surpassed in 2023-2024, leading to an increase in the new target benchmark to 6%. However, the current performance is still significantly below the external benchmark of 21%, indicating room for growth. 5.2% Actual / 2% Target.* (KPI-P-07 - Average of the overall rating of employers for the proficiency of the program graduates on a five-point scale in an annual survey). *The target performance has not been achieved yet, so the target remains unchanged. 4.3% Actual / 4.5% Target.*

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Detailed Objective:	• To enhance student learning, engagement, experience and outcomes. • To benefit individual faculty and the BSN program team. • To enhance staff communication and collaboration, resulting in a more cohesive team atmosphere and program identity.
Initiative or Project:	• **Curriculum Review Project** • **Teaching and Learning Initiative**
Responsible Authority:	**Academic Affairs Committee**
Required Resources	

Activities	Performance indicators	Target	Time period		Follow-up/implementation member
			from	**to**	
Revision of curriculum based on the national and international benchmarking.	Revised curriculum	Approved new curriculum	29/08/2023	01/09/2024	Academic Affairs Committee
Updating the course contents based on course reports and the latest advancements in the nursing profession. By reviewing the research evidence, the required topics will be recommended and included in the respective course syllabus.	Percentage of Courses Reviewed Percentage of Updated Course Contents Percentage of Recommendation entered in APR and Program Improvement Plan	100% 100% 100%	29/08/2023	29/05/2024	Academic Affairs Committee / Course Coordinators

Test banking SARAS platform. Multiple choice questions should be constructed for all the courses, and it should be uploaded in the SARS platform	Average Percentage of Questions per subject (At least 100 Questions per subject)	100%	29/08/2023	29/05/2024	Academic Affairs Committee / Course Coordinators
Diversity teaching methods that promote deep learning and design thinking for student, such as project-based learning, problem-solving, case studies, and discussion groups. The College of nursing develop strategy for problem-based learning	Number of Subjects integrating PBL and Case Teaching.	8 per year	29/08/2023	29/05/2024	Academic Affairs Committee / Course Coordinators

Strategic Objective	**Increase the quality of educational infrastructure to facilitate better instruction, improve student outcomes, boost student experience, and reduce dropout rates.**
Initiative Source: Performance Indicators Report	**Student Experience Survey: Section II -** *Learning Resources and Facilities items 1 to 7 grand rating of 3.38.* **Faculty Satisfaction Survey: Section I -** *Average of items 11 to 13 is 4.20.* **Program Evaluation Survey: Section II from items 1 to 7 -** *Resources to Support my Learning has an overall average of 3.55.* **Course Evaluation Survey: Section II –** *Item 7 - Course materials were of up to date and useful (texts, handouts, references etc.) = 3.8. Item 8 - The resources I needed in this course (textbooks, library, computers etc.) were available when I needed them = 4.1. Item 9 - In this course effective use was made of technology to support my learning = 4.1. Item 17 - The use of technology is weak = 3.6.*
Detailed Objective:	**To proffer a comfortable, secure, safe, focused, and sound learning environment for students by offering all necessary amenities and facilities.**
Initiative or Project:	**Maintenance of Educational Supplies and Infrastructure Initiative**
Responsible Authority:	**Laboratory & Knowledge Resources Committee**
Required Resources	

Activities	Performance indicators	Target	Time period	

				from	to	Follow-up/implementation member
Increase supplies and equipment for practical training. College of Nursing each year requests supplies based on the needs mentioned by faculty members in the course report.	Inventory at start and end of each semester	Start: 100% End: 25%		29/08/2023	29/05/2024	Laboratory & Knowledge Resources Committee
To Update the reference textbooks with their latest publication. The faculty members will be instructed to update the textbooks for each course taught in the program	Number of updated references requested Book-Student Ratio	1 per subject 1:5		29/08/2023	29/08/2023	Course Coordinators
Periodic maintenance of all the equipment. The lab in charges will audit the program laboratories and send the maintenance request to the head of the program.	Percentage of Equipment Maintained per Semester	100%		29/08/2023	29/05/2024	Laboratory & Knowledge Resources Committee
Increasing number of classrooms. College of Nursing has more admissions intake of students to the nursing program so needs large classrooms.	Classroom-Students Ratio	1:20		29/08/2023	29/05/2024	Academic Affairs Committee / Course coordinators

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Strategic Objective	**Foster student learning and development by supporting students in their academic, personal, and social growth.**
Initiative Source: Performance Indicators Report	**KPI-P-01 -** *The target performance has not been achieved, so the new target has been kept the same as 4 during the academic year of 2023 – 2024 in comparison to the academic year of 2022 - 2023.* **MU-P-01** - *Average rating of beneficiaries' satisfaction with the community services provided by the program on a five-level scale in an annual survey. The target performance has achieved, therefor the new target has increased to be 5 for Academic year 2023-2024 in comparison with 4.9 in 2022-2023. 4.9 Actual / 4.9 Target.* **SES Section 2 Item 6 average rating** - *Adequate facilities are available for extracurricular activities (including sporting and recreational activities), restaurants and transportation. 3.38 (Males), 2.75 (Females), 3.06 (Overall).* **Academic Advising Survey –** *3.88 Grand Average*
Detailed Objective:	**To integrate mandatory key intake, placement, monitoring of success, and creation of success pathways. To ensure access to educational opportunities for all students and will meet the individual needs of students with diverse backgrounds. To take deliberate steps to improve student engagement and connection between students, and between students and staff members. To collaborate with instructional staff to improve student learning. To promote student welfare physically, mentally, emotionally and academically.**
Initiative or Project:	**Student Support and Development Initiative**
Responsible Authority:	**Students Affairs Committee**
Required Resources	

Activities	Performance indicators	Target	Time period		Follow-up/implementation member
			from	to	
Familiarization of the process of Social & Psychological counselling of students. Conduction of meeting to explain the process through the academic advising process.	Academic Advising Survey Grand Mean	4.00	29/08/2023	29/05/2024	Students Affairs Committee

Students' research work during research methodology should be elevated more toward the complete project. The Thesis review process should be strengthened, and the students should participate with faculty members in research work.	Percentage of graduating students engaged with the research project of a faculty (in part or in whole)	5%	29/08/2023	29/05/2024	Postgraduate studies & Scientific research and innovation committee
Orientations for the new students about the rules and regulations for the nursing profession. The Nursing college regularly conducts an orientation program for new students to be oriented about the information related to nursing.	Percentage of attendance in orientation	100%	29/08/2023	27/08/2024	Academic Affairs Committee
Improving academic advising services for the students. The College of Nursing regularly encourages the staff about the effective implementation of academic advising to help the students. Regular meetings with students and follow-up through Edugate.	Average performance of low-achieving students in the department, equation S (DPI) = Σ (SPI) / n Where S n equals the total number of low-achieving students in the department.	Increase of Average GPA from previous semester	29/08/2023	27/08/2024	Academic Affairs Committee
Inadequate facilities are available for extracurricular activities (including sporting and recreational activities), restaurants and transportation. College of Nursing organized with student's affairs about student club to increase the activities and services.	SES Section 2 Item 6 average rating	5.0	29/08/2023	27/08/2024	Academic Affairs Committee
Workshop for students about the latest software to support teaching and research. The college will organize a workshop about the latest software that support the students in their learning and research experiences.	Percentage of graduating students' attendance	100%	29/08/2023	29/05/2024	Laboratory & Knowledge Resources Committee

Strategic Objective	Creating or sustaining a culture of teaching excellence; advancing new initiatives in teaching and learning; and supporting individual faculty members' goals for professional development.
Initiative Source: Performance Indicators Report	**Faculty Satisfaction Survey:** *More effort is needed to improve the sense of personal safety in workplace which scored low. Including: Office/workspace, Cleanliness/maintenance of my work environment, Workload for my position, Feeling that work is valued and appreciated, and Being recognized by peers and coworkers.*
Detailed Objective:	Enhance the capabilities of the faculty by improving their ability to: • **Prepare, present, and assess information to be taught to students.** • **Articulate a research goal and develop a scholarship-in-progress research plan and proposal as a foundation for future funding requests in scientific, clinical, public health, or educational research.** • **Identify the formal and informal organizational issues in the college that promote or detract from goal alignment and organizational learning.** • **Demonstrate the ability to manage self, others, resources, and time on various activities, projects, initiatives and programs relevant to measurable outcomes and academic career benchmarks.** • **Work through collaborative efforts, build a team, be self-directed, and demonstrate leadership skills including those necessary for effective negotiation and problem-solving.** Contribute to faculty and institutional vitality through individual, team and leadership development experiences that the overall program objectives for the college are to: • **Offer faculty access to a clear and comprehensive understanding of the college organization and ways in which the department is affected by internal and external priorities in education, research, health and public policy.**

	• **Prepare a cadre of individuals who have made, and will continue to make a personal investment in their continuing professional development as academicians.** • **Develop a cadre of individuals who have learned and worked collaboratively across discipline and college boundaries to accomplish commonly held objectives.** • **Enhance and facilitate the capacity for faculty to share their academic and research skills with colleagues as peer mentors and coaches.**
Initiative or Project:	**Faculty Development Initiative**
Responsible Authority:	**Academic Affairs Committee**
Required Resources	

Activities	Performance indicators	Target	Time period		Follow-up/implementation member
			from	to	
Workshop for faculty members about the latest software to support teaching and research. The college will organize a workshop about the latest software that support the staff in their learning and research experiences.	Percentage of attendance	100%	29/08/2023	29/05/2024	Laboratory & Knowledge Resources Committee
Promote continuous professional development to the faculty members through workshops, seminars, and online courses to keep nursing staff updated with the latest research. The college	Number of certificates related to faculty development		29/08/2023	29/05/2024	Academic Affairs Committee

will organize a workshop that supports the staff students in their teaching process.					

Strategic Objective	**Advance the department's research brand and reputation in Nursing Research thru research community engagement and research development.**
Initiative Source: Performance Indicators Report	**(KPI-P-09)** *Percentage of full-time faculty members who published at least one research paper during the year to total faculty members in the program. 92 % Actual / 100 % Target.* **(KPI-P-10)** *The average number of refereed and/or published research per each faculty member during the year (total number of refereed and/or published research to the total number of full-time or equivalent faculty members during the year). 4.8 Actual / 4.0 Target.* **(KPI-P-11)** *The average number of citations in refereed journals from published research per faculty member in the program (total number of citations in refereed journals from published research for full-time or equivalent faculty members to the total research published). 85.2 Actual / 20 Target.*
Detailed Objective:	**Foster an inclusive culture of quality, excellence and continuous strategic improvement in research. Leverage partnerships and collaborations to drive research and innovation. Translating, publishing and presenting research discoveries for societal impact.**
Initiative or Project:	**Research and Innovation Initiative**
Responsible Authority:	**Postgraduate studies Scientific Research & Innovation Committee**
Required Resources	

Activities	Performance indicators	Target	Time period		Follow-up/implementation member
			from	to	

Publish the research findings in the top-ranking journals. Motivate the faculty members to Publish the research findings in the top-ranking journals.	**(KPI-P-09)** *Percentage of full-time faculty members who published at least one research paper during the year to total faculty members in the program.*	100%	29/08/2023	29/05/2024	Postgraduate studies Scientific Research & Innovation Committee
	(KPI-P-10) *The average number of refereed and/or published research per each faculty member during the year (total number of refereed and/or published research to the total number of full-time or equivalent faculty members during the year).*	6			
	(KPI-P-11) *The average number of citations in refereed journals from published research per faculty member in the program (total number of citations in refereed journals from published research for full-time or equivalent faculty members to the total research published). 85.2 Actual / 20 Target.*	90			
To increase the number of conference presentations by faculty members. Motivate the faculty members and students to			29/08/2023	29/05/2024	Postgraduate studies Scientific Research & Innovation Committee

participate in the conferences and present papers. Sharing information about various conferences.					
To increase the innovations among faculty members and students. Motivate the faculty members and students to promote creativity and innovations. Orienting them about Intellectual property rights.			29/08/2023	29/05/2024	Postgraduate studies Scientific Research & Innovation Committee

Strategic Objective	Strengthen graduates' excellence by expanding its labor market share
Initiative Source: Performance Indicators Report	**NCAAA Condition 1 Recommendation:** *BSN should implement a very robust approach to review, update and develop original student attributes as well as confirm the originality of all other relevant documents.* **Stakeholders Graduate Survey Report:** *The program recommends facilitating consistent clinical exposure to major hospitals for students and actively encouraging them to gain hands-on experience during their studies. The program suggests implementing workshops and programs focused on fostering creativity, problem-solving, and innovative thinking in the workplace.*
Detailed Objective:	**To craft BSN Graduate Attributes relevant to the needs of the labor market of Saudi Arabia.**
Initiative or Project:	**Graduate Attribute Project**
Responsible Authority:	**Academic Accreditation & Quality Assurance Committee with Academic Affairs Committee**
Required Resources	

Activities	Performance indicators	Target	Time period		Follow-up/implementation member
			from	to	

Orientation of faculty members and students about updating graduate attribute based on MU new graduate attribute and program learning outcome. Workshop will be organized for the orientation of the faculty members.	**Mastering Knowledge** (KPI-P-07) Average of overall rating of employers for the proficiency of the program graduates on a five-point scale in an annual survey. (KPI-P-06 b) Percentage of graduates from the program who within a year of graduation were enrolled in postgraduate programs / continuous professional developmental activities (Satisfaction survey of employers about the proficiency of the graduates+ alumni survey)		29/08/2023	29/05/2024	Academic Accreditation & Quality Assurance Committee
Measurement of BSN Graduate Attributes. The Quality Committee of the Bachelor of Science in Nursing Program, in coordination with the Deanship of Development and Quality, will measure the extent to which learning outcomes and characteristics of BSN graduates are achieved.			29/08/2023	29/08/2024	Academic Accreditation & Quality Assurance Committee
Reporting of BSN Graduate Attributes. The Bachelor of Science in Nursing Program will attach the report that measures the characteristics of the graduates with the annual report of the program.			29/08/2023	29/08/2024	Academic Accreditation & Quality Assurance Committee with Academic Affairs committee
Reviewing of Annual Report of BSN Graduate Attributes. The Quality Committee of the Bachelor of Science in Nursing Program reviews the annual report of the program according to the results that verify the characteristics of the BSN graduates and supervises the development of the appropriate improvement plan.	**Knowledge Management** (KPI-P-05) Percentage of students or graduates who were successful in the professional and / or national examinations, or their score average. **Critical Thinking**		29/08/2023	29/08/2024	Academic Accreditation & Quality Assurance Committee

	(KPI-P-03) Proportion of undergraduate students who completed the program in minimum time in each cohort. (KPI-P-05) Percentage of students or graduates who were successful in the professional and / or national examinations, or their score average.				
	Practical Skills (KPI-P-05) Percentage of students or graduates who were successful in the professional and / or national examinations, or their score average.				
	Communication Skills (KPI-P-07) Average of overall rating of employers for the proficiency of the program graduates on a five-point scale in an annual survey.				

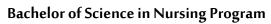|	**Leadership and Teamwork**				
	(MU-P4) The number of student papers that have been published or presented in scientific conferences during the past year.				
	(KPI-P-07) Average of overall rating of employers for the proficiency of the program graduates on a five-point scale in an annual survey.				
	Digital Skills				
	(KPI-P-07) Average of overall rating of employers for the proficiency of the program graduates on a five-point scale in an annual survey.				
	Social Responsibility				
	(MU-P-01) Average rating of beneficiaries' satisfaction with the community services provided by the program on a five-level scale in an annual survey.				

Strategic Objective	**To build, maintain, and support a vibrant faculty to teach the next generation of nursing workforce in Saudi Arabia.**
Initiative Source: Performance Indicators Report	**NCAAA Condition 2 -** *BSN should address the matter of faculty numbers by developing and implementing a short- and long-term Recruitment Plan detailing actions to facilitate the development and recruitment of nurse academics, defining the timeframe, specialties and qualifications of potential applicants reflecting on existing and future needs, guided by an updated promotion policy with SMART objectives regarding the career progression contributing to the retention of existing and attraction of future faculty.* **(KPI-P-08)** *Ratio of the total number of students to the total number of full-time and full-time equivalent teaching staff in the program. 1:47 Actual / 1:25 Target.*
Detailed Objective:	**To increase best-practice-based faculty recruitment and mentorship, the department will maximize the likelihood that broadly diverse, well-qualified candidates for faculty positions are identified, recruited, retained and promoted.**
Initiative or Project:	**Faculty Recruitment and Retention Initiatives**
Responsible Authority:	**Alumni Affairs Committee**
Required Resources	

Activities	Performance indicators	Target	Time period		Follow-up/implementation member
			from	to	
Programs are needed for human cadres, including faculty and technicians. The College of Nursing has developed a plan for recruitment of the staff and now 10 new staff will join the college in addition to part-time.	(KPI-P-08) Ratio of the total number of students to the total number of full-time and full-time equivalent teaching staff in the program.	1:25	29/08/2023	29/05/2024	Head of the Department

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Initiation of recruitment process to recruit full time professors in the areas of specialization. To promote the existing faculty and recruit new faculty to maintain the proportion, especially in female section	(KPI-P-08) Ratio of the total number of students to the total number of full-time and full-time equivalent teaching staff in the program.	1:25	29/08/2023	29/05/2024	Head of the Department

Strategic Objective	**To reach, engage and serve all alumni and present students by networking with one another to foster a lifelong intellectual and emotional connection.**
Initiative Source: Performance Indicators Report	**Alumni Engagement Report**
Detailed Objective:	**To prove assistance and facilities for all round development of the department. To serve the need of alumni for leadership, voluntary commitment, goodwill and resource support. To enhance industry academic collaboration and communications including public relations.**
Initiative or Project:	**Alumni Engagement Initiative**
Responsible Authority:	**Alumni Affairs Committee**
Required Resources	

Activities	Performance indicators	Target	Time period		Follow-up/implementation member
			from	**to**	

Enhancing the communication with program alumni. Invitations will be sent to alumni to participate in the FDP and CME programs.	Percentage of Communication to all alumni	100%	29/08/2023	29/05/2024	Alumni Affairs Committee
	Number of Alumni engaged in FDP and CME Programs	Depending on event			

Responsible Authority	Session number and date	Link of a copy of the minutes of the meeting
Department Council	N0 5 19/9/2024	
College Council		
General Quality Committee		