

**AL-QUDS UNIVERSITY**  
Faculty of Medicine

# STRATEGIC PLAN

## 2025 – 2030

*Shaping Tomorrow's Healthcare Leaders*

**Excellence · Innovation · Community · Research**

## VISION & MISSION

### Vision

*To be a center of excellence in the teaching, training of medical students, research and healthcare development in close collaboration with the community stakeholders.*

### Mission

As a socially responsible faculty, Al-Quds University Faculty of Medicine (AQUFM) is committed to advance health through modernized education paradigms, innovative research, visionary leadership and community engagement to develop competent clinicians and scientists.

## VALUES & PRINCIPLES

*To achieve the goals of the mission statement, AQUFM is committed to acting in accordance with the following values:*

#### Collegiality

Cooperative relationship among faculty staff and commitment to medical excellence and patient care.

#### Fairness

Ensuring that every student, staff member, and patient is treated with impartiality, equity, justice and equal care.

#### Integrity

Adhering to ethical and professional standards, demonstrating honesty and accountability in education, research, and patient care.

#### Excellence & Advancing Knowledge

Setting high standards across all aspects of academic life including education, research, and clinical practice.

#### Respect & Humanism

Honoring the dignity of every individual by practicing empathy, compassion, and cultural humility.

#### Collaboration

Promoting interdisciplinary teamwork and partnerships across institutions, professions, and communities.

**Accountability**

Taking responsibility for actions, decisions, and outcomes in education, patient care, and institutional governance.

**Sustainability**

Committing to environmentally, socially, and economically responsible practices in healthcare delivery and education.

## STRATEGIC DIRECTIONS — OVERVIEW

**01****EDUCATION**

*Enhance quality and methods of teaching, learning and scholarship.*

**02****SOCIAL ACCOUNTABILITY & COMMUNITY ENGAGEMENT**

*Address priority health concerns, incorporating authentic community engagement and mutually beneficial partnerships.*

**03****STRENGTHEN RESEARCH CAPACITY**

*Leverage expertise to create an environment where research can excel across biomedical and clinical sciences.*

**04****EMPOWER AND ENGAGE FACULTY**

*Support, develop and engage all faculty to foster mutually beneficial relationships.*

**05****INTEGRATION & ALIGNMENT WITH THE HEALTH SYSTEM**

*Align strategic plans with local health system strategies to enhance clinical-academic integration.*

**06****ENABLERS**

*People, partnerships, relationships, and organizational capacity are instrumental to advancing the strategic plan.*

## STRATEGIC DIRECTIONS & OBJECTIVES

### 01 | Education

The Faculty of Medicine will enhance the quality and methods of teaching, learning and scholarship. We will focus education and training to develop clinicians who excel at meeting the needs of the community, are clinically competent, and are leaders who can drive health system transformation.

#### 1.1 Create a safe, effective, and learner-focused environment

- ▶ Support learner environment at all levels
  - Create a comprehensive undergraduate and graduate experience with smoother transitions and stronger preceptor relationships
- ▶ Ensure housing at all campuses is safe, affordable, and comfortable for learners at clerkship sites
  - Work with partners to support the development of well-being programming

#### 1.2 Support development and implementation of new and innovative programming

- ▶ Maintain fully accredited programs
  - Create and maintain operational and technology structures supporting online and on-site learning
- ▶ Embed relational skills including feedback mechanisms to/from learners, faculty, and community
  - Integrate social accountability and advocacy into all aspects of education
- ▶ Grow networks that foster quality education collaborations

#### 1.3 Develop leadership capacity in the faculty

- ▶ Establish opportunities for learners, residents, and faculty to participate in leadership development programs
- ▶ Strengthen teaching practice to fully enable people's strengths
- ▶ Strengthen mentorship across the full spectrum of education

### 02 | Social Accountability & Community Engagement

Address the priority health concerns of the communities the Faculty is mandated to serve, incorporating authentic community engagement and mutually beneficial partnerships. Focus on equity and community engagement by interweaving social accountability throughout all operations.

#### 2.1 Integrate social accountability into learning

- ▶ Embed social accountability in medical education curriculum as a foundation that underlies medical education
- ▶ Develop and implement refugee-focused modules during academic years
  - Ensure students are trained to address health needs of refugees and displaced populations

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## 2.2 Integrate social accountability into research and scholarship

- ▶ Focus on discovery-driven and community-needs-directed research
- ▶ Conduct interdisciplinary research contributing to evidence-based practice and health equity

## 2.3 Engage with the community to address health inequities

- ▶ Partner with patients, families, communities and the health sector to address priority health needs
- ▶ Incorporate genuine community inclusion and mutually beneficial exchange of knowledge

## 2.4 Demonstrate commitment to social accountability in institutional structures

- ▶ Speak out on behalf of underserved populations and work with partners to translate patient-centered healthcare from vision to reality
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## 03 | Strengthen Research Capacity

Leverage expertise and opportunities while performing research across biomedical sciences, clinical medicine, health systems, and population health to create an environment where research can excel. Research plays a critical role in fostering academic growth and discovery.

### 3.1 Recruit, support, and retain excellent researchers

- ▶ Recruit top-tier new and mid-career researchers
- ▶ Successfully recruit high-quality graduate students to biomedical and health sciences programs
- ▶ Foster a strong culture where research is recognized and valued

### 3.2 Increase prestigious national grant submissions, awards, and funding

- ▶ Establish and refine internal matching funds program to encourage more applications
- ▶ Continue to improve support for faculty and students through Dean of Research initiatives
- ▶ Increase number of faculty awarded grants and graduate student fellowship success
- ▶ Develop a research fundraising campaign incorporating donor funds and endowments

### 3.3 Encourage and expand interdisciplinary and clinical collaborations

- ▶ Engage with critical stakeholders including research funding organizations, donors, government, and alumni
- ▶ Build collaborations with other colleges to broaden expertise in machine learning, big data, and sensor development
- ▶ Establish formalized partnerships with local, regional, and international medical schools

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## 04 | Empower and Engage Faculty

Focus on support, development, and engagement of all faculty to foster mutually beneficial relationships and empower faculty as role models for future clinicians and scientists. A diverse faculty complement, engaged across the community, will inform and enhance the school mission.

### 4.1 Support standardized models of faculty governance and administration

- ▶ Facilitate and create options that maximize faculty input and participation in school planning
- ▶ Review and revise school committee structures and terms of reference to maximize participation

### 4.2 Foster commitment and satisfaction across the faculty complement

- ▶ Implement tools, supports, and systems that maximize faculty work satisfaction and academic success
- ▶ Develop assistant-dean faculty engagement office structures and systems
- ▶ Establish and grow faculty recognition practices that build collegiality and cohesiveness
- ▶ Establish faculty engagement feedback mechanisms to better understand the faculty workplace
- ▶ Remodel the teaching payment system to fairly compensate faculty

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## 05 | Integration & Alignment with the Health System

Focus on aligning strategic and operational plans with local health system strategies to enhance integration between the clinical environment and the Faculty. Support a dynamic network of academic health organizations to create purposeful partnerships through integrating leading-edge research, teaching, and clinical care to improve the health of the people of Palestine.

### 5.1 Ensure a strong, effective partnership with the Palestinian Ministry of Health

- ▶ Embed the academic mission in the diverse healthcare system to support faster uptake of best practices
- ▶ Establish an academic oversight body to facilitate decisions and implementation of education policies
- ▶ Uphold an explicit focus on research and ensure alignment in addressing complex health challenges in Palestine

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## 06 | Enablers

The Faculty needs an organizational structure, infrastructure, and effective coordination to ensure success across all strategic directions. Strong leaders, faculty, students, management, and support staff are all integral to success.

### 6.1 Financial resources and planning

- ▶ Implement multi-year financial and activity planning processes that support stable financial resources for the school's operations
- ▶ Develop and implement strategies to secure new revenue streams aligned with the mission

### 6.2 Information management systems

- ▶ Refresh technology and information management processes supporting Faculty Development program administration
- ▶ Invest in software and technology infrastructure, adopting existing university tools wherever possible

**TABLE 1 — STRATEGIC DIRECTIONS, OBJECTIVES & KPIS**

Direction	Objective	Responsible	Key Performance Indicators
<b>Education</b>	1.1 Safe, effective, learner-focused environment	Faculty Deanship Curriculum Committee	Number of labs established Approval of new curriculum Passing rate at national/international levels
	1.2 New and innovative programming	MD Accreditation Committee Programme Evaluation Committee	Maintaining accreditation of MD programme
	1.3 Leadership capacity development	Faculty Deanship	Mentorship workshops conducted Faculty satisfaction survey results
<b>Social Accountability &amp; Community Engagement</b>	2.1 Social accountability into learning		Refugee-focused modules developed Students trained on refugee health needs Research addressing displaced populations
	2.2 Social accountability in research		Interdisciplinary community-focused research projects
	2.3 Community engagement		Community partnership activities established
	2.4 Commitment in institutional structures		Policies reflecting social accountability
<b>Strengthen Research Capacity</b>	3.1 Recruit and retain excellent researchers	Scientific Research Unit	Number of researchers recruited Number of peer-reviewed publications Percentage in interdisciplinary collaborations
	3.2 National grant submissions and funding	Deanship of Scientific Research Scientific Research Unit	Number of national grant applications submitted annually
	3.3 Expand interdisciplinary collaborations	Scientific Research Unit	Number of interdisciplinary projects-initiated Percentage of researchers in collaborations
<b>Empower and Engage Faculty</b>	4.1 Faculty governance models	University Presidency Faculty Deanship	Increase in administrative staff Committee participation rates
	4.2 Foster faculty commitment and satisfaction	University Presidency Faculty Deanship	Staff feedback on governance Compliance with governance standards

Direction	Objective	Responsible	Key Performance Indicators
<b>Integration &amp; Alignment with Health System</b>	5.1 Partnership with Palestinian Ministry of Health		Establishment of joint Family Medicine residency programme Participation in PMC Committees and Board Exams
<b>Enablers</b>	6.1 Financial resources planning	University Presidency Faculty Deanship	% of budget allocated vs. utilized effectively
	6.2 Information management systems	Faculty Deanship IT Center	IT support response time System availability % faculty/students satisfied with information systems

## TABLE 2 — ALIGNMENT WITH UNIVERSITY STRATEGIC PLAN

University Strategic Direction	Education	Empower & Engage Faculty	Strengthen Research	Enablers	Social Account. & Community	Integration & Alignment
Advanced state-of-the-art learning and teaching programs	✓			✓		
Empower students and staff's global competitiveness	✓	✓				
Forefront world-class research and academic excellence	✓		✓			
Foster critical thought, innovation, and entrepreneurship	✓	✓	✓			
Sustain financial stability and institutional efficiency				✓		
Catalyze a culture of social responsibility and sustainability					✓	
Mobilize interdisciplinary cooperation and global partnerships		✓	✓	✓	✓	✓

**Al-Quds University Faculty of Medicine · Strategic Plan 2025–2030**

*Excellence in Medical Education | Palestine*