



جامعة عجمان  
AJMAN UNIVERSITY

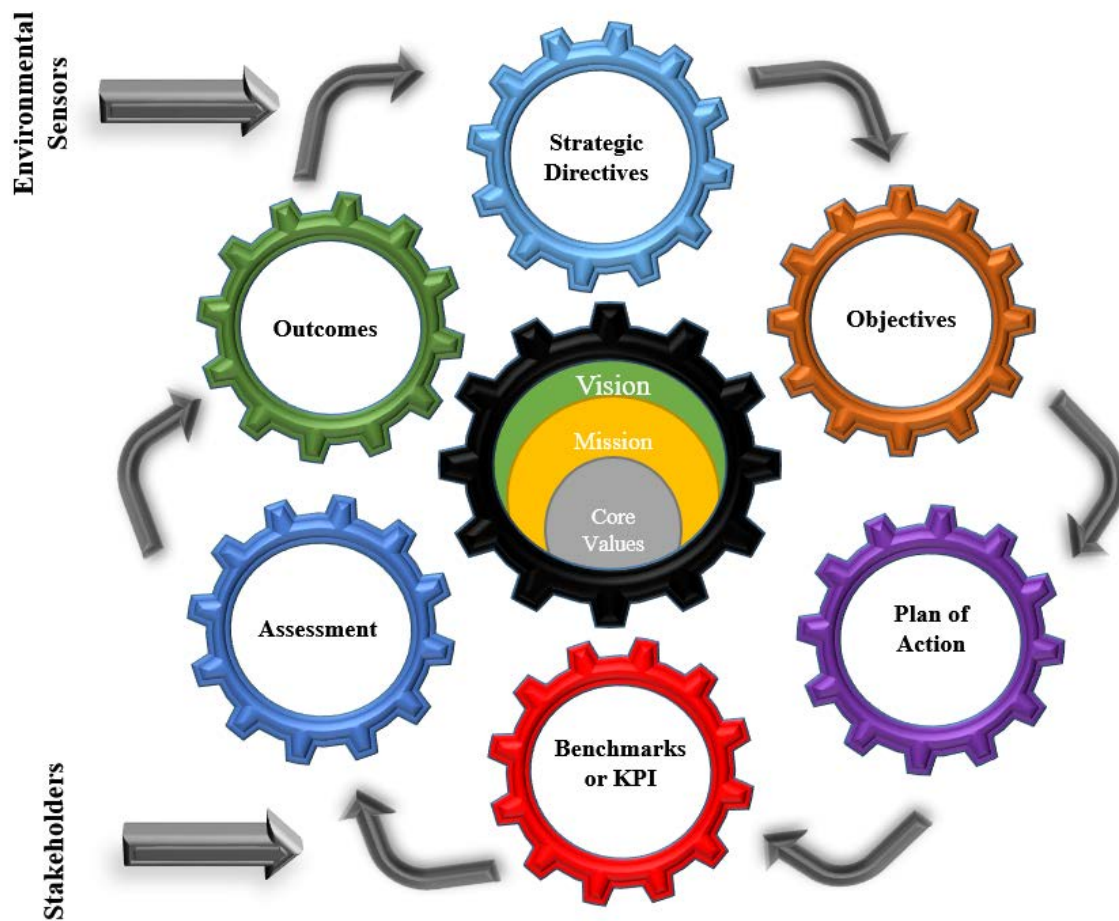
# Strategic Plan College of Pharmacy and Health Sciences 2017-2022



# **1. Overview of Strategic Planning Process**

The College of Pharmacy and Health Sciences (COPHS) at Ajman University (AU) is the first to offer Bachelor of Pharmacy (B.Pharm.) program for both male and female students in UAE in the year 1996-1997. Exemplified by enrolled student population, it has the responsibility to lead pharmacy education across the country and the region. To that extent, the strategic plan (SP) provides driving force towards the achievement and advancement of the college vision and mission which also highlights our shared core values in order to positively impact the health profile of the people in UAE and the region at large. In order to accomplish the designated objectives, investment into pharmacy education, research, experiential training and mentorship and enhanced community services is required.

The COPHS SP is built around well interrelated process. Each strategic directive is divided into objectives and for each objective there are action plans, action timeframe and individuals or group responsible for implementation. Benchmarks or key performance indicators (KPIs) are then used in the assessment to guide and help COPHS to measure its efforts against specific measures (see figure 1).



**Figure 1. Strategic planning process.**

Before formulating the strategic directions, we performed a status assessment that includes SWOT analysis with environmental scanning. This strategic planning process involves also inputs from all the following stakeholders:

1. Students
2. Faculty and staff
3. Hospitals, Community pharmacies and pharmaceutical companies (preceptors and employers).
4. Alumni
5. Advisory board

Because the SP involves high administrative decisions and affects the achievement of the college mission, the monitoring of the strategic plan is the responsibility of the dean who have the authority to coordinate between the college, University administration and the stakeholders at large. The accreditation and assessment committee of the college will supply the dean with the necessary data in order to provide him/her with the tools to see the execution of the SP directions.

## **2. Aspirations**

AU COPHS's aspirations are demonstrated by vision, mission, goals and core values.

### **2.1. College Vision**

To be internationally recognized as one of the leading colleges of pharmacy in the Arab World through the provision of innovative pharmacy education, training, impactful research and responsible community engagement.

### **2.2. College Mission**

To create an environment that promotes excellence in pharmaceutical education, practice and research. It is committed to the continuous improvement of its programs to keep abreast with the rapid advances in the profession of pharmacy and the provision of pharmaceutical care. It strives to prepare students to become competent, reliable and ethical health care professionals.

### **2.3. Goals**

The college of pharmacy and health sciences aims to:

- 1) Provide students with the knowledge, skills and attitudes they need to graduate as highly qualified pharmacists.
- 2) Develop the role of the pharmacists as vital members of the healthcare team.
- 3) Attract and retain outstanding and diverse faculty and staff.
- 4) Engage in innovative research with impact in pharmaceutical sciences and practice.

## 2.4. College Values

The COPHS believes and embraces the following core values of professional and academic culture:

- Professional, ethical and harmonious relationships
- Offering advanced pharmacy and health sciences programs
- Excellence in research
- Continuous quality improvement
- Serving people and community

## 3. Stakeholders Input and SWOT Analysis

Stakeholders' input is essential to COPHS. As described before, stakeholders include students, faculty and staff, preceptors, employers, alumni and advisory board. Recent SWOT analysis survey indicated the following:

### 3.1. Strengths

#	Items
1	Good quality of academic staff and teaching assistants
2	Small class size in B.Pharm. program
3	High quality training is integral part of the B.Pharm. program
4	Diversity in student body
5	Academic advisor is assigned to each student
6	Biomedical and pharmaceutical sciences components of the B.Pharm. program are adequately addressed
7	Use of online teaching resources (e-moodle), teaching pharmacy and drug information centre
8	Diverse extracurricular activities
9	The college programs are part of globally recognised university
10	4 year program duration in the UAE
11	Geographic location of the university
12	Harmonious relationship among staff and students

### 3.2. Weakness

#	Items
1	Inadequate research infrastructure
2	Insufficient courses related to clinical knowledge, skills and patient counselling
3	Insufficient courses related to pharmacy administration
4	Ineffective teaching/learning methods
5	Joint Classes (Fujairah campus)
6	Many written exams within the semester
7	Poor communication skills for some students
8	Some lab. equipment need upgrading
9	Students are not well taught based on courses learning outcomes
10	Insufficient staff and faculty members (Fujairah campus)
11	Lack of training courses for staff and faculty members
12	Insufficient facilities of buildings, library, free-time study hall, computer lab, and restaurant and sports area (Fujairah campus)
13	Insufficient library holdings and low number of students using the library
14	Improper organization of exam timetable, students' presentations timings, meeting doctors in office hours, receiving the books and the timing of students' activities
15	Not providing training at initial stages of the B.Pharm. program
16	Four-years B. Pharm. program is not enough for matriculation of the degree certificate in some overseas countries
17	Overload of academic and supportive staff with administrative works
18	Limited partnerships with pharmaceutical companies
19	Ineffective community engagement
20	Lack of quality research
21	Absence of university hospital
22	Uncompetitive faculty and staff salary and benefits and low faculty retention

### 3.3. Opportunities

#	Items
1	Create new programs to increase college income
2	Students graduating from B.Pharm. program have the opportunity to continue higher studies in the college
3	Create an advisory board as an outlet for the college and pharmaceutical companies relationship
4	Increase college contribution in the local and international activities and conferences
5	Collaborate with international institution of pharmacy education and also other health authorities
6	Create students exchange programs with national, regional and international universities
7	Improve study plan to be the best among all other competitors
8	Improve research skills among students
9	Increase the use of technology in education
10	Increase the scientific trips locally and internationally
11	Exposed students to job market before graduation
12	Increase students' enrolment
13	Create research and intellectual property office
14	Create placement office to help graduates secure their future career
15	Use media to promote awareness about the role of pharmacists in the community

### 3.4. Threats

#	Items
1	Job opportunities for pharmacy graduates are becoming scarce and more competitive
2	Too many colleges of pharmacy in the country

### 3.5. Short-term Tasks

#	Items
1	Curricular development and innovation in all areas of college programs
2	Increase college recognition in GCC, Asian countries and internationally
3	Provide a world class in high quality education
4	Change the perception of public regarding pharmacists role as a part of health team
5	Offer accredited workshops, seminars, training courses and CME
6	Involve students in International Pharmaceutical Students' Federation (IPSF)
7	Help the college graduates to find job opportunities
8	Increase qualified academic staff (Fujairah campus)
9	Improve lab facilities
10	Establish partnerships with pharmaceutical companies
11	Activate and participate in the research ethics committee at the University
12	Maintain the national accreditation of the offered programs
13	Secure international accreditation for the B. Pharm. program

### 3.6. Long-term Tasks

#	Items
1	Establish a well-equipped research centre that is capable of producing high quality research and attract national and international research fund
2	Conduct market assessment and provide unique programs that fulfil market needs
3	Collaborate with local and regional research centres
4	Increase students intake in existing and new programs
5	Offer PhD programs in pharmacy
6	Enhance international collaboration with other universities
7	Improve training of students



## **4. Strategic Directions 2017-2022**

Following complete assessment of the current status and SWOT analysis, the following strategic directions are set for the period of 2017-2022:

**Strategic Direction 1.** Encourage curricular development and innovation a long way to prepare highly competent pharmacists.

**Strategic Direction 2.** Maintain national and international accreditation of the offered academic programs.

**Strategic Direction 3.** Attract and retain diversified students, faculty and staff.

**Strategic Direction 4.** Create research culture and enhance research scholar activities.

**Strategic Direction 5.** Engagement in impactful community activities.

## 5. Alignment of the College Strategic Plan with AU Strategic Plan

The college strategic directions are aligned with the University strategic goals (see table 1). This alignment ensure that efforts of the institution and the college are synergized and synchronized for efficient achievement of the desired outcomes.

*Table 1. The alignment of the college strategic directives with Ajman University strategic goals.*

<b>Alignment of College of Pharmacy Strategic Directions with AU Goals</b>	
<b>AU Strategic Directions (Goals)</b>	<b>COPHS's Strategic Directions</b>
Ensuring excellence in teaching and learning	Encourage curricular development and innovation a long way to prepare highly competent pharmacists
Promoting cutting-edge and innovative support services	
Enhancing the visibility and the positioning of the University	Maintain national and international accreditation of the offered academic programs
Recruiting, supporting and fostering the development of a bright and diverse student body	Attract and retain diversified students, faculty and staff
Enhancing the quality, relevance, and impact of research and intellectual contribution	Create research culture and enhance research scholar activities
Building impactful and long-lasting ties with the external communities	Engagement in impactful community activities

## 6. Comprehensive Structure of the Strategic Plan

**Strategic Direction 1. Encourage curricular development and innovation a long way to prepare highly competent pharmacists.**

Objectives	Action Plan	Responsibility	KPIs	Expected Completion Date
1.1. Development of the current B.Pharm curriculum through strengthening the social and clinical pharmacy component	Revise the B.Pharm. curriculum and make recommendations to the college council	College curriculum committee	100% of the curriculum is revised	May, 2017
	Approval of the updated B.Pharm. curriculum and any further modification required by college council	College council	100% approval by the college council	May, 2017
	Approval of the updated B.Pharm. curriculum by the University Council for Academic Affairs	University Council for Academic Affairs	100% approval by University Council for Academic Affairs	June, 2017
	Submission of the proposal to the CAA of higher education within the self-study	College curriculum committee	100% of the new curriculum is included in the self-study submitted to CAA	February, 2018
	Implementation of the new B.Pharm curriculum changes	College deanship and the registration office	100% of the curricular changes approved by CAA are included in the registration system	Academic year 2020-2021
1.2. Improving the quality of clinical training	Expand the network of appropriate training sites by establishing new written	College office of experiential education	The number of student placements in the training sites should	September 2021

<b>Objectives</b>	<b>Action Plan</b>	<b>Responsibility</b>	<b>KPIs</b>	<b>Expected Completion Date</b>
	contracts. Annual reports on the existing and new contracts should be submitted to the assessment committee at the college level		increase by at least 20%.	
	Conduct on annual basis training programs for the preceptors of the training sites. A plan of this along with the anticipated expenses should be submitted to the college council for approval	College office of experiential education	Increase the budget allocated for training by 15%	September 2018
			One annual report is submitted on the effectiveness of the programs to the Clinical Pharmacy Unit Chair	September 2018, Annual
1.3. Expanding library holdings of reference books and databases related to pharmacy	Encourage faculty to continuously update their reference sources every Semester in cooperation library assigned faculty	Dean and faculty assigned to library resources	At least one circular every year	September 2017 – Annual
	Allocating funds in next year budgets for acquisition of required learning resources	Dean and the assigned college budget faculty	20% increase in the allocated budget	September 2018
1.4. Renovating Laboratories	Allocating funds for renovating laboratories.	Dean, laboratory subcommittee and the assigned college budget faculty	10% increase in the building and structure budget	September 2018
1.5. Upgrading laboratory facilities	Allocating funds for acquisition of required laboratory instruments.	Dean, laboratory subcommittee and the assigned	50% increase for lab facilities and equipment	September 2018

<b>Objectives</b>	<b>Action Plan</b>	<b>Responsibility</b>	<b>KPIs</b>	<b>Expected Completion Date</b>
		college budget faculty		
1.6. Upgrading the existing Virtual Pharmacy	Allocating funds in future budgets for upgrading the existing Teaching Pharmacy	Dean and the assigned college budget faculty	50% increase in the budget allocated for virtual pharmacy	September 2017
1.7. Development of the current MSc.Pharm. curriculum	Revise the MSc.Pharm. curriculum and make recommendations to the college council	College curriculum committee	100% curriculum revision	April 2021
1.8. Participate in the development of other healthcare programs of the University	Participate in the development of MBBS program by contributing to the self-study for initial accreditation	The dean, and selected college faculty	100% of the Self-study for initial accreditation is submitted to CAA	April 2017
	Development of nutrition program by preparing self-study for initial accreditation	The dean and the faculty of the college in coordination with the Vice Chancellor for Academic Affairs (VCAA) and the Institutional Research and Planning Office (IRPO).	100% of the self-study for initial accreditation is received by CAA	September 2020

**Strategic Direction 2. Maintain national and international accreditation of the offered academic programs.**

<b>Objectives</b>	<b>Action Plan</b>	<b>Responsibility</b>	<b>KPIs</b>	<b>Expected Completion Date</b>
2.1. Maintain the accreditation of the B.Pharm program	Preparation and submission of the self-study for the re-accreditation of the B. Pharmacy program to the CAA of the higher education (UAE)	College accreditation and assessment committee in collaboration with the Dean's office and other college faculty	100% of the self-study documents have been submitted to CAA	April 2018
	Respond to the CAA recommendations	College accreditation and assessment committee in collaboration with the Dean's office and other college faculty	100% CAA satisfaction with COPHS responses	February, 2019
2.2. International accreditation of the B.Pharm. program	Preparation and submission of the self-study for the International certification of the B.Pharm. program to ACPE	College steering committee in collaboration with the Dean's office and other college faculty	100% of the self-study has been submitted to ACPE	September, 2017
	Response to ACPE recommendations	College steering in collaboration with the Dean's office	100% ACPE satisfaction with COPHS responses	August, 2018

<b>Objectives</b>	<b>Action Plan</b>	<b>Responsibility</b>	<b>KPIs</b>	<b>Expected Completion Date</b>
		and other college faculty		
2.3. Maintain the full accreditation of the MSc.Pharm. program	Follow-up the full accreditation process of the MSc.Pharm. program with the CAA of the higher education (UAE).	The MSc.Pharm coordinator is in charge in collaboration with the Dean's office and other college faculty	100% CAA satisfaction with COPHS responses	September 2017
	Commencing the preparation of the self-study for the re-accreditation of the MSc.Pharm. program for CAA of the higher education (UAE) review	The MSc.Pharm coordinator is in charge in collaboration with the Dean's office and other college faculty	50% completion of the self-study	April 2022

**Strategic Direction 3. Attract and retain diversified students, faculty and staff.**

<b>Objectives</b>	<b>Action Plan</b>	<b>Responsibility</b>	<b>KPIs</b>	<b>Expected Completion Date</b>
3.1. Support diversity in student body	Inviting secondary school students to visit the college	Dean and college events committee	At least 5 school visits every academic year	September 2018-
	Establish relation with colleges of pharmacy locally and internationally	College dean	To create the relationship with ten leading colleges	September 2021
	Develop joint work with international office on inbound and outbound exchange programs	College dean and AU International Office	Increase the percentage of international students from outside the region by 10%	September 2021
3.2. Attract faculty of academic and cultural diversity	To develop recruitment plan	College dean	Increase recruited faculty from top 200 ranked Universities to at least 30%	September 2021



**Strategic Direction 4. Create research culture and enhance research scholar activities.**

<b>Objectives</b>	<b>Action Plan</b>	<b>Responsibility</b>	<b>KPIs</b>	<b>Expected Completion Date</b>
4.1. Enhance research collaboration among college faculty with the same research interests	Establish three main research groups within the college of pharmacy	College Research Committee (CRC)	Three research groups are established	September, 2017
	Establish a website for each of the formed research groups with their research interests and publication	CRC, Dean's office and office of media and marketing	Three research groups can be found on the University website	September, 2018
4.2. Participate in the university research ethics committee	Development and upgrading of research ethics policy	Assigned faculty from the college	At least one faculty member act as liaison with the University research ethics committee	September 2017
4.3 Enhance research collaboration with regional research centers and internal research groups	Establish formal research collaboration with other research centers in the region	Dean works with the VCAA	At least two formal collaboration MOUs are signed	September 2018
	To develop competitive research proposals	CRC	30% of the faculty to be involved in joint research work	September 2021
4.4. To upgrade research Lab	To buy suitable (essential) equipment	CRC	80% increase in the budget allotted for lab and research equipment	September 2017

<b>Objectives</b>	<b>Action Plan</b>	<b>Responsibility</b>	<b>KPIs</b>	<b>Expected Completion Date</b>
4.5. Organize international conferences	<ul style="list-style-type: none"> <li>-To secure organizing partners</li> <li>- Attract sponsorships</li> <li>- Cost-effective gathering</li> </ul>	Dean office and Events' Committee	One world- class refereed conference every two years	Starting from 2018-2019

**Strategic Direction 5. Engagement in impactful community Activities.**

<b>Objectives</b>	<b>Action Plan</b>	<b>Responsibility</b>	<b>KPIs</b>	<b>Expected Completion Date</b>
5.1. Provide the virtual pharmacy with adequate drug information resources	Prepare a plan to allocate budget to subscribe to reliable drug information resources such as Lexi-Comp	The college dean and the head of clinical pharmacy unit	Subscription to at least one drug information resource	September 2018
5.2. Provide awareness campaigns of major public health issues in UAE	Provide the university and local community with the awareness and education on health issues	The college dean and the college events committee	At least three different awareness and education on different health issues are conducted annually	Starting from September 2017
	Encourage faculty and students' participation in public health forums	The college dean and college events committee	At least two public health forums are attended by faculty/students annually	Starting from September 2017
5.3. Sharing compassion with the patient population	Organize visits to the local hospitals to share love and compassion with the bedridden patients	The college dean and college events committee	At least one visit every year	Starting from September 2017