AJMAN UNIVERSITY
جامعة عجمان

STRATEGIC PLAN
2022-2027

AU COPHS 2027
STRATEGY

Last Updated January 2023

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1. Introduction

The College of Pharmacy and Health Sciences (COPHS) at Ajman University (AU) is the first to offer a Bachelor of Pharmacy (BPharm) program for both male and female students in UAE in the year 1996-1997. Two Master's programs were launched in 2011, namely, the MSc in Pharmaceutical technology and the MSc in Clinical Pharmacy, but currently, only the MSc in Clinical Pharmacy program is offered as a graduate program.

Exemplified by the enrolled student population in the COPHS, it has the responsibility to lead pharmacy education across the country and the region. In this regard, the strategic plan (SP) provides a driving force towards the achievement and advancement of the College vision and mission, which also demonstrates our shared core values 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 the pharmacy and health sciences education, research, experiential training and mentorship and enhanced community services is required.

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

Before formulating the strategic directions, we performed a status assessment that included SWOT analysis with environmental scanning. This strategic planning process also involves 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

6. National and international accrediting bodies

7. AU strategic plan 2022-2027

Because the SP involves high administrative decisions which affect the achievement of the College mission, the monitoring of the strategic plan is the responsibility of the dean, who has the authority to coordinate between the College, University administration and the stakeholders at large. The assessment committee of the College will provide the dean with the necessary data to see the execution of the SP directives.

2. Taking Stock

The following table represents the achievements out of the COPHS strategic plan 2017-2022:

Strategic Goals	Objectives	KPIs	Achievement (Yes/No)	Comments
1. Encourage Curricular development and innovation a long way to prepare highly competent pharmacists	1.1. Development of the current BPharm curriculum through strengthening the social and clinical pharmacy component	100% of the curriculum is revised	Yes	
		100% approval by the college council	Yes	
		100% approval by University Council for Academic Affairs	Yes	
		100% of the new curriculum is included in the self-study submitted to CAA	Yes	
		100% of the curricular changes approved by CAA are included in the registration system	Yes	

Strategic Goals	Objectives	KPIs	Achievement (Yes/No)	Comments
	1.2. Improving the quality of clinical training	The number of student placements in the training sites should increase by at least 20%.	Yes	
		Increase the budget allocated for training by 15%	Yes	
		One annual report is submitted on the effectiveness of the programs to the Clinical Pharmacy Unit Chair	Yes	
	1.3. Expanding library holdings of reference books and databases related to pharmacy	At least one circular every year	Yes	
		20% increase in the allocated budget	Yes	
	1.4. Renovating Laboratories	10% increase in the building and structure budget	Yes	
	1.5. Upgrading laboratory facilities	50% increase for lab facilities and equipment	Yes	

Strategic Goals	Objectives	KPIs	Achievement (Yes/No)	Comments
	1.6. Upgrading the existing Virtual Pharmacy	50% increase in the budget allocated for virtual pharmacy	Yes	
	1.7. Development of the current MSc.Pharm. curriculum	100% curriculum revision	Yes	A new program started AY 2022-2023
	1.8. Participate in the development of other healthcare programs of the University	100% of the Self-study for initial accreditation is submitted to CAA	Yes	The Fujairah campus is no longer part of Ajman University
		100% of the self-study for initial accreditation is received by CAA	No	
	1.9. Ensuring similar curricular exposure in the two campuses	College budget allocated to buying lab equipment and other resources at Fujairah campus is at least doubled compared to the academic year 2017-2018	Yes	
		100% similarity in all BPharm. course portfolios in the two campuses	Yes	

Strategic Goals	Objectives	KPIs	Achievement (Yes/No)	Comments
		At least twice meetings in each semester via video conferencing and in-person	Yes	
		At least 2 meetings every semester involving all faculty in the department	Yes	
		At least one student from either campuses get their training with the students from the other campus	Yes	
		At least one tutorial experience will be shared each semester	Yes	
2. Maintain national and international accreditation of the offered academic programs	2.1. Preparing the accreditation of the BPharm program	100% of the self-study documents have been submitted to CAA	Yes	
		100% CAA satisfaction with COPHS responses	Yes	
	2.2. Obtaining accreditation of the BPharm. program	100% of the self-study has been submitted to ACPE	Yes	

Strategic Goals	Objectives	KPIs	Achievement (Yes/No)	Comments
		100% ACPE satisfaction with COPHS responses	Yes	
	2.3. Maintain the full accreditation of the MSc.Pharm. Program	100% CAA satisfaction with COPHS responses	Yes	
		50% completion of the self-study	Yes	
3. Attract and retain diversified students, faculty and staff	3.1. Support diversity in student body	At least 5 school visits every academic year	Yes	
		To create the relationship with ten leading colleges	Yes	
		Increase the percentage of international students from outside the region by 10%	No	
	3.2. Attract faculty of academic and cultural diversity	Increase recruited faculty from the top 200 ranked Universities to at least 30%	No	Only one faculty was recruited from QS ranked top 200 Univ
	4.1. Enhance research collaboration among college	Three research groups are established	Yes	

Strategic Goals	Objectives	KPIs	Achievement (Yes/No)	Comments
4. Create research culture and enhance research scholar activities.	faculty with the same research Interests	Three research groups can be found on the University website	Yes	
	4.2. Participate in the university research ethics committee	At least one faculty member act as a liaison with the University research ethics committee	Yes	
	4.3 Enhance research collaboration with regional research centers and internal research groups	At least two formal collaboration MOUs are signed	Yes	
		30% of the faculty to be involved in joint research work	Yes	The objective was achieved and it is clear from the number of publications with different collaborators
	4.4. To upgrade the research Lab	80% increase in the budget allotted for lab and research equipment	Yes	
	4.5. Organize international Conferences	One world-class refereed conference every two years	Yes	

Strategic Goals	Objectives	KPIs	Achievement (Yes/No)	Comments
5. Engagement in impactful community Activities.	5.1. Provide the virtual pharmacy with adequate drug information resources	Subscription to at least one drug information resource	Yes	
	5.2. Provide awareness campaigns of major public health issues in UAE	At least three different awareness and education on different health issues are conducted annually	Yes	
		At least two public health forums are attended by faculty/students annually	Yes	
	5.3. Sharing compassion with the patient population	At least one visit every year	Yes	

3. SWOT Analysis

A detailed SWOT analysis was carried out involving a variety of stakeholders, including faculty, staff, students, alumni, and employers. The analysis has revealed the following strengths, weaknesses, opportunities and threats for COPHS.

Strengths	Strong leadership that can cascade a vision
	Highly qualified, diverse, experienced, and caring Faculty and staff members
	First College in UAE to offer BPharm program to both genders, making it a pioneer in the field
	Local and international accreditations of academic programs
	Affordability for quality, innovative education
	Excellent campus facilities (labs) and infrastructure
	Commitment to excellence and continuous improvement in the curriculum
	Good employer reputation
	Well positioned in ranking on the global map
	Strong support for research and scholarly work and high research productivity for faculty and students
	A collegial and supportive community
	Diverse partnerships with training sites and facilities
Weaknesses	Faculty-to-student ratios
	The limited external collaboration aimed to improve graduates/alumni employment
	The high degree of dependency on tuition fees
Opportunities	Central geographical location
	Opening new branches in other emirates
	Student and faculty exchange programs
	Offering new flagship programs
	Networking with employers from different sectors
	Collaboration with other universities
Threats	Strong competition in higher education at local and regional levels
	Continually increasing emerging players
	Licensing requirements for graduate practice
	Career opportunities in industry and retail, including the low salaries
	Perception of the public toward pharmacists in the UAE

4. Aspirations

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

4.1. 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.

4.2. College Mission

The COPHS provides excellence in pharmaceutical and health sciences, practice, research and teaching through student-centric education, keeping abreast with the rapid advances in the professions, thereby preparing its students to become competent health care professionals nationally and internationally.

4.3. College Values

COPHS believes and shares the same institutional values of professional and academic culture. These are:

EXCELLENCE
All activities are conducted with strong emphasis on outstanding quality standards.

INTEGRITY
COPHS adheres to the principles of honesty, trustworthiness, reliability, transparency and accountability.

INCLUSIVENESS
COPHS embraces shared governance, inspires tolerance, and is committed to diversity, equity, and inclusion.

SOCIAL RESPONSIBILITY
COPHS promotes community engagement, environmental sustainability and global citizenship. It also promotes awareness and support for the needs and challenges of the local and global communities.

INNOVATION
COPHS supports creative activities that approach challenges and issues from multiple perspectives in order to find solutions and advance knowledge.

5. Strategic Goals 2022-2027

Following a complete assessment of the current status and SWOT analysis, the following five strategic goals are set for the period of 2022-2027:

Strategic Goal 1. Advance excellence in pharmacy and health sciences education.

Strategic Goal 2. Conduct and disseminate high-quality research and other scholarly activity that improves health and health care delivery.

Strategic Goal 3. Prepare graduates with life-long learning skills journey so they can continue and advance their competence in an ever-changing environment.

Strategic Goal 4. Engage in impactful external community activities.

Strategic Goal 5. Attract and retain diverse students, faculty and staff of high caliber.

6. Alignment of the College Strategic Plan with AU Strategic Plan

The College's strategic goals are aligned with the University's strategic goals (see next table). This alignment ensures that the efforts of the institution and the College are synergized and synchronized to achieve the desired outcomes efficiently.

The alignment of the College's strategic goals with Ajman University's strategic goals.

Alignment of College of Pharmacy Strategic Directions with AU Goals	
AU Strategic Directions (Goals)	**COPHS's Strategic Directions**
Strengthen academic excellence in line with international standards & market requirements Enhance institution sustainability	Advance excellence in pharmacy and health sciences education
Enhance research quality and impact	Conduct and disseminate high-quality research and other scholarly activity that improves health and health care delivery
Build a career-making, student-centric development journey	Prepare graduates with life-long learning skills journey so they can continue and advance their competence in an ever-changing environment
Strengthen meaningful relationships with external communities	Engage in impactful external community activities
Recruit and retain diverse and brilliant students	Attract and retain diverse students, faculty and staff of high caliber

7. Comprehensive Structure of the Strategic Plan

Strategic Goal 1. Advance excellence in pharmacy and health sciences education.

Objectives	Action Plan	Responsibility	Baseline	KPIs	Expected Completion Date
1.1. Advance the current BPharm curriculum through the inclusion of the UAE Professional Pharmacy Graduates Competency Framework	Revise and update the course syllabi of the BPharm to include the matching competencies for each course along with the assessment tools	BPharm Coordinator	-	100% of the course syllabi are revised	January 2023
	Revise and update the BPharm curriculum to cover all competencies	BPharm Coordinator	-	100% of the BPharm curriculum is revised	February 2023
	Digitalize all processes about the documentation of competencies achievement	BPharm Coordinator	-	100% of the processes are Digitalized	March 2023
	Reporting annually on the competency's achievement	BPharm Coordinator	-	100% complete annual digital report of competencies achievement can be generated	February 2024
1.2. Benchmarking the College programs with national and	Obtain external benchmarks of the College programs from national and international peers to help in their development	BPharm Coordinator	The BPharm program is benchmarked with three national and	Three peer BPharm programs are benchmarked, one of which is	September of every year

Objectives	Action Plan	Responsibility	Baseline	KPIs	Expected Completion Date
international programs			international peer programs	from an aspiring institution	
		MSc in Clinical Pharmacy Coordinator	The MSc in Clinical Pharmacy program is benchmarked with three national and international peer programs	Three peer MSc in Clinical Pharmacy programs are benchmarked, one of which is from an aspiring institution	September of every year
	Maintain national and international accreditation of the BPharm program	BPharm Coordinator	The BPharm is nationally accredited by the local CAA and Internationally by the ACPE	The number of requirements from the joint inspection must not exceed 35	June 2024
				100% satisfaction of the CAA and ACPE with the College responses	September 2024
1.3. Align the College programs to market needs	Improve BPharm graduates' employability	BPharm Coordinator	42% in 2 years from graduation	60% in 2 years from graduation	May 2027
	Improve MSc in Clinical Pharmacy graduates' employability	MSc in Clinical Pharmacy Coordinator	73%	75%	May 2027

Objectives	Action Plan	Responsibility	Baseline	KPIs	Expected Completion Date
	Form joint advisory board from academia and industry	MSc in Clinical Pharmacy Coordinator	Members were only from the industry (50%)	100% two fields are covered in the advisory board membership	November 2022
	Hire adjunct faculty/engage guest speakers from the industry	MSc in Clinical Pharmacy Coordinator	2	At least 4 adjunct faculty are hired and/ or guest speakers from the industry are invited	Every Academic Year
	Study the Market needs for new flagship programs	Ala'a Al Amiry	-	At least one flagship program is studied for feasibility	March 2023
1.4. Advancing the quality of experiential learning	Increase the number of preceptor orientation programs	Head of the College Office of Experiential Education	Once a year	Twice a year	Every Academic Year
	Expand the number of training sites

Collaborate with College of Medicine to expand Simulation Center to accommodate the needs of the new BSN Program. (Added by Alaa Al Amiry) | Head of the College Office of Experiential Education | 62 contracted Community Pharmacies and 16 contracted Hospital Pharmacies Contract | 100 contracted Community Pharmacies and 200 contracted Hospital Pharmacies | May 2027 |

Strategic Goal 2. Conduct and disseminate high-quality research and other scholarly activity that improves health and health care delivery.

Objectives	Action Plan	Responsibility	Baseline	KPIs	Expected Completion Date
2.1. Strengthen research infrastructure and resources	Increase research expenditure by the Center for Medical and Bio-Allied Health Sciences Research to improve its infrastructure	Head of the Center for Medical and Bio-Allied Health Sciences Research	AED 150000	AED 180000	May 2023
	Establish formal research collaborations with other research centers in the region	Head of the Center for Medical and Bio-Allied Health Sciences Research		At least one effective MoU is signed every academic year	Every Academic Year
2.2. Promote faculty and student involvement in research	Encourage students' participation in faculty research activities from their first year of enrollment	Head of the College Event Committee	2	At least 4 interested students from the first year get involved in research activities	Every Academic Year
	Encourage faculty publications in high-ranking journals	Head of the College Research Committee	60	The number of publications in A and A* journals increases to 80	May 2027

Objectives	Action Plan	Responsibility	Baseline	KPIs	Expected Completion Date
	Encourage students' participation in pharmaceutical and health sciences conferences	Head of the College Event Committee	15	The number of students participating in local and international conferences doubles (30)	August 2027
	Improve the impact of faculty-published research	Head of the College Research Committee	4842	The number of citations increases to 6000.	May 2027

Strategic Goal 3. Prepare graduates with life-long learning skills journey so they can continue and advance their competence in an ever-changing environment.

Objectives	Action Plan	Responsibility	Baseline	KPIs	Expected Completion Date
3.1. Support students in acquiring soft and employability skills that will help them adapt to future career changes	Embedding Coursera development modules in the program's offered courses to provide students with soft competitive skills needed for their future career	Dean	-	At least 4 courses embed a Coursera course every academic year	Every Academic year

Objectives	Action Plan	Responsibility	Baseline	KPIs	Expected Completion Date
	Enhance the use of 21st-century skills in the College curricula	Dean	4.0	Students' satisfaction with the 21st-century skills is at least 4.1	Every Academic year
3.2. Adopt learning strategies through student-centric education	Encourage faculty to attend workshops on impactful teaching strategies	Dean	100% faculty trained for impactful teaching strategies annually	100% faculty trained for impactful teaching strategies annually	May of every year
	Encourage students with learning shortcomings to join peer tutoring (PT) programs organized by the AU student success center (SSC)	Head of the College Event Committee	5 students in the academic year 2021-2022 benefited from this support	At least 10 students benefit from the SSC PT	May of every year

Strategic Goal 4. Engage in impactful external community activities.

Objectives	Action Plan	Responsibility	Baseline	KPIs	Expected Completion Date
4.1. Create impactful academic partnerships	Develop an outcome-based framework to assess international academic partnerships	College representative in Office of International Academic Affairs	1	2 Students exchange outbound	May 2027
			1	2 Students exchange inbound	
			1	2 Faculty exchange	
			1	2 agreements fully activated	
			1	2 Research projects/papers developed with academic partners	

Strategic Direction 5. Attract and retain diverse students, faculty and staff of high caliber.

Objectives	Action Plan	Responsibility	Baseline	KPIs	Expected Completion Date
5.1. Improve student recruitment strategies	Develop a more proactive and comprehensive recruitment strategy	Dean	2	4 visits to schools for a whole-day workshop	Concluded by March of Every Academic year
			2	4 schools Visit to AU for a whole-day workshop	Concluded by March of Every Academic year
			-	One meeting at the beginning of academic year to identify reasons attracting students to AU COPHS	September 2023
			-	At least one social media is activated and updated frequently for each College program	September 2023

Objectives	Action Plan	Responsibility	Baseline	KPIs	Expected Completion Date
5.2. Hire outstanding faculty from diverse background	Recruit faculty from the top QS-ranked 200 Universities	Dean	50%	100% of the recruited faculty graduated from the top QS-ranked 200 Universities	Every Academic Year
	Recruit non-Arab faculty	Dean	21%	50% of new faculty recruitment is from non-arab nationality	Every Academic Year

8. Annual Review of Strategic Plan

The SP is a continuous process with a high degree of involvement of stakeholders. The opinions of stakeholders are considered carefully in this SP. The OIPE is involved in the revision and assessment of the structure and contents of the SP. The College dean, in cooperation with the College assessment committee, will monitor the implementation and achievement of this SP. Continuous assessment and updating of the strategic plan will be according to the following criteria:

#	Item	Details
1	Updating Frequency	Annual (January of every year)
2	Body in Charge	College Assessment Committee
3	Process of Review	1) Updating 2) The degree of implementation of the action plan 3) Identification of strengths and weaknesses in implementing the action plans 4) Obtaining College council approval with respect to modifications and changes