



جامعة عجمان  
AJMAN UNIVERSITY

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



*Last Updated May 2018*

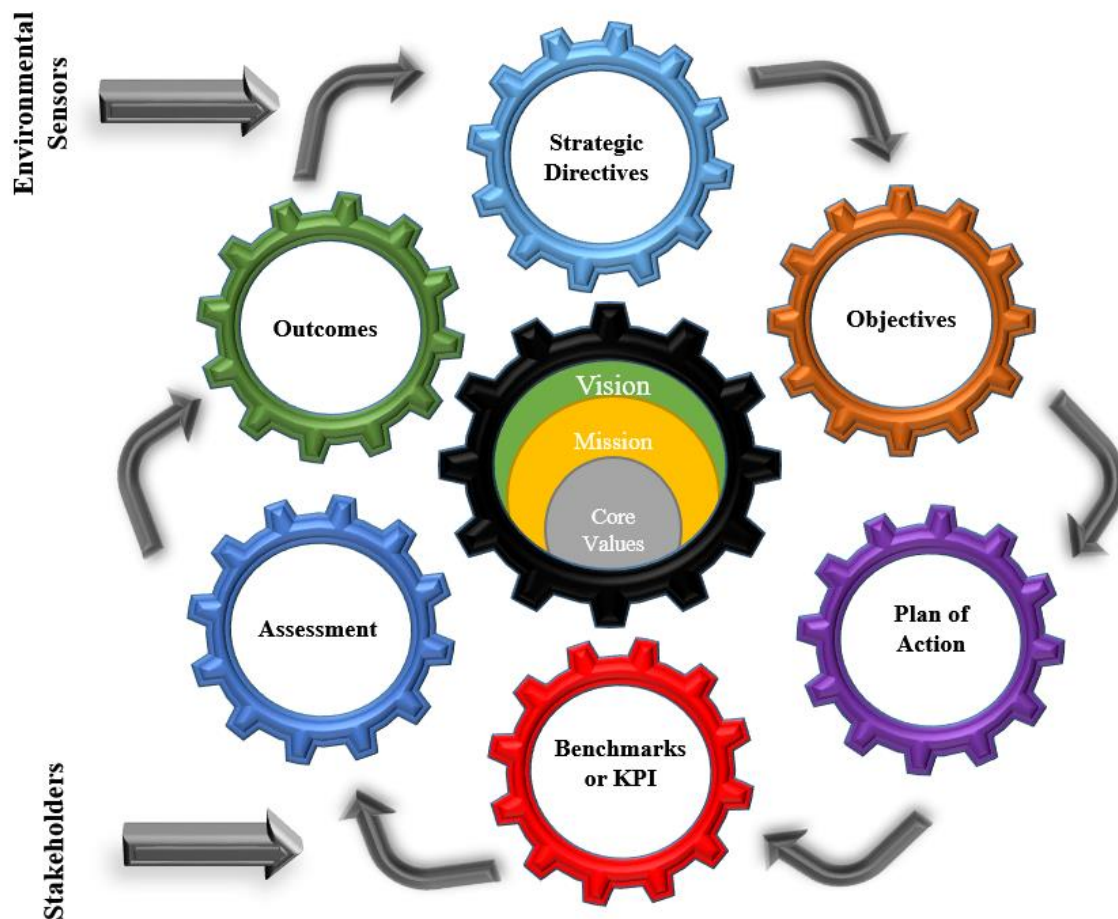
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# **1. Overview of Strategic Planning Process**

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
6. National and international accrediting bodies

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. Status Assessment**

We assess ourselves through our strengths, weaknesses, opportunities and threats (SWOT) analysis which helps evaluate our current status.

### **3.1. External Environmental Scan**

UAE has witnessed a dramatic expansion of its healthcare industry over the past four decades. When founded in 1971, the country had just seven hospitals and 12 health centers. Today, it has well over 100 public and private hospitals and 150 centers and clinics focused on primary care. The number of pharmaceutical factories in the UAE by the end of 2015 was 16 up from 14 in 2014. Population growth is one key driver of this expansion. High birth rates and longer life expectancies among Emiratis are increasing the UAE's indigenous population. Meanwhile, an increasing number of expatriates are moving to the country to pursue work opportunities. As such, a 2015 U.N. report predicted that the UAE's indigenous and expatriate population would grow from 9.16 million to 10.98 million by 2030.

Currently there are 8 colleges offering undergraduate degree in Pharmacy in the UAE (see table 1). The expansion in first degree pharmacy education is responding to the identified needs.

**Table 1. Universities offering Pharmacy programs in UAE.**

#	College/Institute	Location	Type of Undergraduate Pharmacy Degree	Type of Postgraduate Pharmacy Degree
1	College of Pharmacy and Health Sciences/Ajman University	Ajman and Fujairah	B.Pharm.	MSc. Pharm.
2	College of Pharmacy/Al Ain University of Science and Technology	Al Ain and Abu Dhabi	BSc in Pharmacy	M. Sc. In Clinical Pharmacy
3	Pharmacy Program/Fatima College of Health Sciences*	Al Ain and Abu Dhabi	B.Pharmacy	-
4	Dubai Pharmacy College*	Dubai	B.Pharm.	M. Pharm
5	College of Pharmacy/Gulf Medical University**	Ajman	Pharm.D	-
6	RAK College of Pharmaceutical Sciences/RAK Medical and Health Sciences University	Ras Al Khaimah	B.Pharm.	MS in Clinical Pharmacy, MS in Pharmaceutical Chemistry and MS in Pharmaceutics
7	College of Pharmacy/University of Sharjah	Sharjah	B.Pharm.	-
8	Dubai Women's College/ Higher Colleges of Technology's Health Sciences Division	Dubai	B.Pharmacy	-

\* Only offered for female students.

\*\* Only offers Pharm. D program

All non-local pharmacy graduates are required to pass the pharmacy exam conducted by the “Registration and Drug Control Department” of the Ministry of Health and Prevention in order to be licensed as pharmacists to practice and work in any UAE pharmacies. These applicants for the exam must have completed 2 years’ pharmacist work experience. This lengthy time before being able to work in community pharmacy and passing the licensure exam itself are frustrating to students who wish to enter the job market at an earlier time. However, the training experience required after graduation is essential for the graduate to work independently in community pharmacy.

The Ministry of Education- Higher Education sector, UAE has formal accreditation process coordinated by the Commission of Academic Accreditation (CAA) for

bachelors, master and doctoral level programs. The accreditation of a program is challenging and relies on satisfying eleven standards similar to those required in developed countries. International accreditation is becoming important to nationally offered programs to assure offered programs' quality and to help in the development of programs with international standards. This will help students achieve widely recognized professional competencies.

One of the leading international bodies for the accreditation of bachelor of pharmacy programs is the international service provided by the accreditation council for pharmacy education (ACPE- International Services). To date, ACPE has granted certification to 8 pharmacy programs (B.Pharm and Pharm.D.) offered by 6 Universities. So far, only one bachelor of pharmacy program was certified in UAE in the year 2015. The College is currently seeking international certification of its B. Pharm program by ACPE and will include some of the recommendations raised by ACPE in this updated strategic plan. The impact of actions implemented based on these recommendations will be monitored and evaluated.

Collaboration with local, national and international bodies can serve common education, research, and service mission of the pharmacy college faculty and students. Since pharmacy is a healthcare discipline, it is not surprising that the goals of many of these collaborations relate to improving the health of individuals and communities and addressing public health care demands in society. One timely and specific drive for engaging communities is to enhance the cultural competence of pharmacy students and faculty. Supporting healthy communities entails the engagement of students, faculty, the college and the institution in collaborating with communities to improve public health. Some examples of community engagements are participating in awareness campaigns of major public health issues in UAE such as diabetes, asthma, vitamin D deficiency, heart diseases, thalassemia, obesity, smoking cessation, cancer, drug abuse and health literacy etc.



### 3.2. Internal Environmental Scan

The COPHS consists of four units and each unit is chaired by a senior faculty. The decisions made by each unit are based on a meeting of the unit members. Each unit consists of 3 to 7 full-time faculty members including the chair.

Since the establishment of the COPHS, different programs were developed to meet demands of the students, employers and the community at large. The following table 2 lists the programs developed and offered by the COPHS.

***Table 2. Timeline of the programs development at the College of Pharmacy and Health Sciences***

College	Program	Date of initial accreditation (MM/DD/YY)	Program start date (MM/DD/YY)	Date of graduation of first batch (MM/DD/YY)
Pharmacy and Health Sciences	Bachelor of Pharmacy	06/18/01	09/08/1996	06/22/2000
	MSc in Pharmacy - Clinical Pharmacy	01/01/11	02/13/2011	06/27/2013
	MSc in Pharmacy - Pharmaceutical Technology		02/13/2011	06/27/2013

The B.Pharm. Program currently offers students 150 credit hours in different fields of pharmacy and University requirements. The total hours are divided according to the following table 3:

**Table 3. The credit hours structure of the B. Pharm program.**

#	Curricular Structure	Credit Hours
1	University obligatory and optional courses	24
2	College optional courses	3
3	Clinical Pharmacy Unit	26
4	Pharmaceutics Unit	28
5	Pharmaceutical Chemistry and Pharmacognosy Unit	35
6	Pharmacology & Toxicology Unit	34
	<b>Total Credit Hours</b>	<b>150</b>

The educational philosophy of the college is to prepare students for the practice of pharmacy by providing them with the scientific background, clinical and technical skills that they will need to successfully complete their program of study. Additionally, the college provides an educational environment that enables students to acquire the behavior, and moral and ethical attitudes they will need to practice the profession competently and ethically.

In Ajman campus, the COPHS is well equipped with the necessary physical and technology resources that guarantee the success of the program. These include six classrooms of which two large classrooms that can accommodate about 100 students, while the remaining four classrooms can accommodate 60-70 students. Each classroom is equipped with data show, internet connection, whiteboard and other necessary facilities for teaching. There are eleven laboratories well-equipped with advanced pharmaceutical instruments, and chemicals for the students to complete their laboratory experiments and for faculty to conduct their research works. Additionally, there are botanical garden and animal house for research purposes. The students can have regular access to the university e-learning websites, where all the COPHS courses are uploaded. Two computer labs are available; one for girls and the other for boys. Each lab has a capacity of 40 computers. The computer labs facilities and services have been improved and upgraded so as to provide additional services for students such as computerized course registration system.

AU Housing Department guarantees that any and every student is provided with quality housing services capable of ensuring them an enjoyable stay and a healthy environment for their academic achievement. It offers students state of the art Recreation Centre and female accommodation that opens directly to the University premises, making it more comfortable for the accommodated students to reach their classes in no time. The University advertised such proximity as “Your University is Your Home”. Moreover, the university has recently established the “Centre for Innovation and Entrepreneurship” which will improve its innovation environment.

The University health clinics are dedicated to providing educational, supportive, consultative healthcare services to students, staff, college and eligible dependents. AU University Transportation serves both Ajman and Fujairah campuses and ensures a regular, comfortable and inexpensive transportation to AU students and staff. The library, the classrooms and the facilities for student’s activities are shared with other colleges within the campus.

COPHS at Fujairah campus has the necessary facilities that ensure the efficient running of the B.Pharm. program and execution of research. These facilities include 7 well equipped laboratories. In addition, the campus college has an Educational Pharmacy that allows students to simulate the required skills in community and hospital pharmacy. Moreover, a dedicated room that serve as Drug Information Center is available. Library, classrooms and other facilities for students’ activities are shared with other colleges within Fujairah campus.

Fujairah campus offers a safe and secured housing facility for all female students. It provides all necessary services, such as internet, study rooms, common rooms and canteen, for comfortable and pleasant stay. The campus accommodates a small nursing station for cold cases. Other health cases are transferred to Fujairah hospital which is located a few minutes away from the campus.

As of First Semester, 2016-2017, the number of students enrolled in the B.Pharm. degree is 394 students (107 boys and 287 girls) and in the MSc.Pharm. 41 students. In Fujairah campus number of students enrolled in the B.Pharm. degree is 170 students (29 boys and 141 girls).

In Ajman, the students enrolled in B.Pharm degree are from different nationalities. These include 1% Emiratis, 2% other Gulf countries, 92% are from other Arab countries, while the remaining 5% students are non-Arabs. In Fujairah, the B. Pharm students' population comprise diverse nationalities from 16 countries; including 12% Emiratis, 5% from other Gulf countries, 80% from other Arab countries, and 3% non-Arabs. To this date non-Arab students, faculty and staff are only a minority at the COPHS. To enrich the college educational experience, strengthen mutual respect and promote harmonious environment, faculty from diverse nationalities and educational backgrounds are employed based on an equal opportunity for all.

Research leads to an expansion of knowledge and healthcare strategies. It is crucial to finding possible cures for diseases, as well as how to prevent them. Additionally, it is an effective method for efficient learning. In order to strengthen research quality and quantity it is essential to establish collaborative research agreements with other pharmacy colleges nationally and internationally. Research collaboration can provide more efficient platform to produce researches by reducing cost and time as a result of sharing wider range of research instruments and utilizing expertise that may not be available at a specific research site. Current research collaborations are not effective or have been carried out on informal personal level. These collaborations need to produce results in a specified timeframe. The Research Ethics Committee of the University has been formulated and will play an active role in allowing only safe and ethical investigation involving human subjects.

At Ajman and Fujairah campuses 20 full-time faculty, 5 full-time lecturers (MSc.Pharm. Degree), 8 Teaching Assistants, 4 lab technicians, 3 secretaries and 1 messenger serve COPHS. Faculty with terminal PhD degree from UK, USA, Germany, Australia, Malaysia, India and Egypt are currently members of the teaching staff at the COPHS. Furthermore, faculty from different nationalities, race and sex are employed. For students, learning in a diverse educational environment allows personal growth, builds teamwork values and enforces the values of mutual respects. While students can certainly learn from people outside their own sex, ethnicity and belief system, faculty with similar backgrounds provide stronger role models.

The research focus of COPHS is in the areas of improving community and hospital pharmacy services, animal research, neuroprotective diseases research, and molecular pharmacology and cancer research. Community engagement is one of the key focus areas in the goals and objectives of the COPHS. The policy of the College for community services stresses the implementation of certain activities that meet the College Mission. The college feels committed to educating society about proper use of drugs, herbs and medicinal plants, misuse of drugs, narcotic drugs and smoking; and to raise public awareness about common diseases. The college hosts conferences/symposiums every academic year.

The COPHS at Ajman campus is proud about its established virtual pharmacy, which offers many educational approaches. It is well-equipped with the latest technology including very large screen which offers mirror imaging techniques and can be used when students want to discuss any case or share an idea directly from their gadgets. The virtual pharmacy also allows for patient simulation programs which provide harmless training for students without compromising patient's safety. Because it resembles real pharmacy with all medicines the students can practice community and hospital pharmacy services especially with the availability of counselling area for role playing.

### **3.3. Stakeholders Input and SWOT Analysis**

Stakeholders' input is essential to COPHS. As described before, stakeholders include students, faculty and staff, preceptors, employers, alumni, advisory board, and accrediting bodies such as ACPE. In addition to ACPE report that was recently received, a SWOT analysis survey using the template in appendix 1, was administered to the stakeholders indicated the following:

### **3.3.1. 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

### **3.3.2. 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)

#	Items
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
23	Inefficient coordination between the two campuses (Ajman and Fujairah)
24	Difference in the students' curricular and non-curricular experiences in the two campuses (Ajman and Fujairah)

### ***3.3.3. 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

#	Items
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

### ***3.3.4. Threats***

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

### ***3.3.5. 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



### ***3.3.6. 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 4). This alignment ensure that efforts of the institution and the college are synergized and synchronized for efficient achievement of the desired outcomes.

**Table 4. The alignment of the college strategic directives with Ajman University strategic goals.**

Alignment of College of Pharmacy Strategic Directions with AU Goals	
AU Strategic Directions (Goals)	COPHS's Strategic Directions
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	Achievement (Yes/No)	Comments
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		

Objectives	Action Plan	Responsibility	KPIs	Expected Completion Date	Achievement (Yes/No)	Comments
1.2. Improving the quality of clinical training	Expand the network of appropriate training sites by establishing new written contracts. Annual reports on the existing and new contracts should be submitted to the assessment committee at the college level	College office of experiential education	The number of student placements in the training sites should increase by at least 20%.	September 2021		
	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		

Objectives	Action Plan	Responsibility	KPIs	Expected Completion Date	Achievement (Yes/No)	Comments
1.4. Renovating Laboratories	Allocating funds for renovating laboratories.	Dean, Head of laboratories 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, Head of laboratories and the assigned college budget faculty	50% increase for lab facilities and equipment	September 2018		
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	100% of the self-study for initial accreditation is received by CAA	September 2020		

Objectives	Action Plan	Responsibility	KPIs	Expected Completion Date	Achievement (Yes/No)	Comments
		Chancellor for Academic Affairs (VCAA) and the Office of Institutional Effectiveness and Planning (OIPE).				
1.9. Ensuring similar curricular exposure in the two campuses	Improving the range of equipment and other resources available to Fujairah campus pharmacy labs	The Deputy Dean in Fujairah Campus	College budget allocated to buying lab equipment and other resources at Fujairah campus is at least doubled compared to the academic year 2017-2018	September 2018		
	Assigning a coordinator from either campus for each course within the curriculum for efficient course management	Head of Departments	100% similarity in all B.Pharm. course portfolios in the two campuses	September 2019		
	Conducting frequent coordination for experiential learning	Head of Office of Experiential Learning and the Coordinator of	At least twice meetings in each Semester via video	May 2019		

Objectives	Action Plan	Responsibility	KPIs	Expected Completion Date	Achievement (Yes/No)	Comments
		Training at Fujairah campus	conferencing and in-person			
	Conduct effective meetings between the two campuses utilizing video conferencing	Heads of Departments	At least 2 meetings every semester involving all faculty in the department	May 2019		
	Share the training sites available to the students in the two campuses	Head of Office of Experiential Learning and the Coordinator of Training at Fujairah campus	At least one student from either campuses get their training with the students from the other campus	May 2019		
	Share tutorial experiences across the two campuses	The course coordinator for OTC Drugs & Products, Clinical Pharmacy I and Clinical Pharmacy II and First Aid	At least one tutorial experience will be shared each semester	May 2019		

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

Objectives	Action Plan	Responsibility	KPIs	Expected Completion Date	Achievement (Yes/No)	Comments
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	100% ACPE satisfaction with COPHS responses	August, 2018		



Objectives	Action Plan	Responsibility	KPIs	Expected Completion Date	Achievement (Yes/No)	Comments
		office 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.

Objectives	Action Plan	Responsibility	KPIs	Expected Completion Date	Achievement (Yes/No)	Comments
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.

Objectives	Action Plan	Responsibility	KPIs	Expected Completion Date	Achievement (Yes/No)	Comments
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	September 2021		

Objectives	Action Plan	Responsibility	KPIs	Expected Completion Date	Achievement (Yes/No)	Comments
			joint research work			
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		
4.5. Organize international conferences	-To secure organizing partners - Attract sponsorships - Cost-effective gathering	Dean office and Events' Committee	One world-class refereed conference every two years	Starting from 2018-2019		
4.6. Integrate the research and conference organizing component in the two campuses	- Organize common workshop or conferences - Participate in common research projects	Responsibility: Heads of Departments, Events Committee, and Heads of Research groups	At least one workshop or conference is organized and one research collaboration is started in each department	Starting from May 2019		

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

Objectives	Action Plan	Responsibility	KPIs	Expected Completion Date	Achievement (Yes/No)	Comments
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 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		

<b>Objectives</b>	<b>Action Plan</b>	<b>Responsibility</b>	<b>KPIs</b>	<b>Expected Completion Date</b>	<b>Achievement (Yes/No)</b>	<b>Comments</b>
5.4. Prepare a common platform for students in the two campuses to provide community services	- Participate in common awareness campaigns	Head of events committee at each campus	At least one common participation every year	May 2019		

## 7. Annual Review of Strategic Plan

The SP is a continuous process with 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 accreditation and 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 Accreditation and Assessment Committee
3	Process of Review	1) Updating 2) The degree of implementation of action plan 3) Identification of strengths and weaknesses in implementing the action plans 4) Obtaining college council approval in respect to modifications and changes

# **Appendix 1**



**Ajman University**  
**College of Pharmacy and Health Sciences**  
**Strength, Weakness, Opportunity and Threats Analysis**  
**Strategic Goals Setting 2017-2022**

In order to define the strategic goals of the College of Pharmacy and Health Sciences (COPHS), all stakeholders are kindly requested have their input in identifying areas which they perceive as strengths, weaknesses, opportunities and threats. The latter two may impact the college positively or negatively. This process, known as a SWOT analysis, and for that the template below will provide space to include your thoughts concerning these various areas. Your responses will help us to focus on items for our strategic plan. Please “think big” as we want to continue to grow and develop the college programs and services.

Thank you for your participation...

Please select your status as a College of Pharmacy and Health Sciences stakeholder:

\_\_\_\_\_ Student \_\_\_\_\_ Faculty and Staff \_\_\_\_\_ Alumnus \_\_\_\_\_ Preceptor  
\_\_\_\_\_ Advisory Board \_\_\_\_\_ Employer \_\_\_\_\_ Other (Please Specify: \_\_\_\_\_)

**SWOT Analysis Template**

A few examples are provided under each of the categories below. Feel free to disregard them by marking them out if you do not feel they apply to Ajman University, College of Pharmacy and Health Sciences.

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<i>Examples:</i> <i>Small class size in B. Pharm Program.</i> <i>Qualified academic staff.</i>	<i>Examples:</i> <i>Negative attitude of some students.</i> <i>Lack of research resources.</i>

### SWOT Analysis Template (cont.)

OPPORTUNITIES	THREATS
<i>Examples:</i> <i>Create new projects to increase college income if it is possible.</i> <i>Recruit outstanding faculty staff.</i>	<i>Examples:</i> <i>Job opportunities for pharmacy graduates are becoming less and more competitive.</i> <i>Focus on quantity vs. quality education.</i>

### Goal Setting Questionnaire

**What would you like to see the College of Pharmacy accomplish in the next 5-10 years (short-term and mid-range goals)?**

*Example: Encourage curricular development and innovation in all areas of the college programs.*

**What would you like to see the College of Pharmacy accomplish in the next 10-20 years (long-term goals)?**

*Example: Establish a well-equipped research center that is capable of producing high quality research and attract national and international research funds.*