



جامعة عجمان
AJMAN UNIVERSITY

Strategic Plan College of Pharmacy and Health Sciences 2017-2022



Last Updated February 2020

Table of Contents

1. Overview of Strategic Planning Process.....	1
2. Aspirations.....	3
2.1. College Vision.....	3
2.2. College Mission.....	3
2.3. Goals.....	3
2.4. College Values.....	4
3. Status Assessment.....	4
3.1. External Environmental Scan.....	4
3.2. Internal Environmental Scan.....	7
3.3. Stakeholders Input and SWOT Analysis.....	11
3.3.1. Strengths.....	12
3.3.2. Weakness.....	12
3.3.3. Opportunities.....	13
3.3.4. Threats.....	14
3.3.5. Short-term Tasks.....	14
3.3.6. Long-term Tasks.....	15
4. Strategic Directions 2017-2022.....	15
5. Alignment of the College Strategic Plan with AU Strategic Plan.....	16
6. Comprehensive Structure of the Strategic Plan.....	17
7. Annual Review of Strategic Plan.....	30

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 (BPharm) 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. In this regard, the strategic plan (SP) provides driving force towards the achievement and advancement of the College vision and mission which also demonstrates 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).

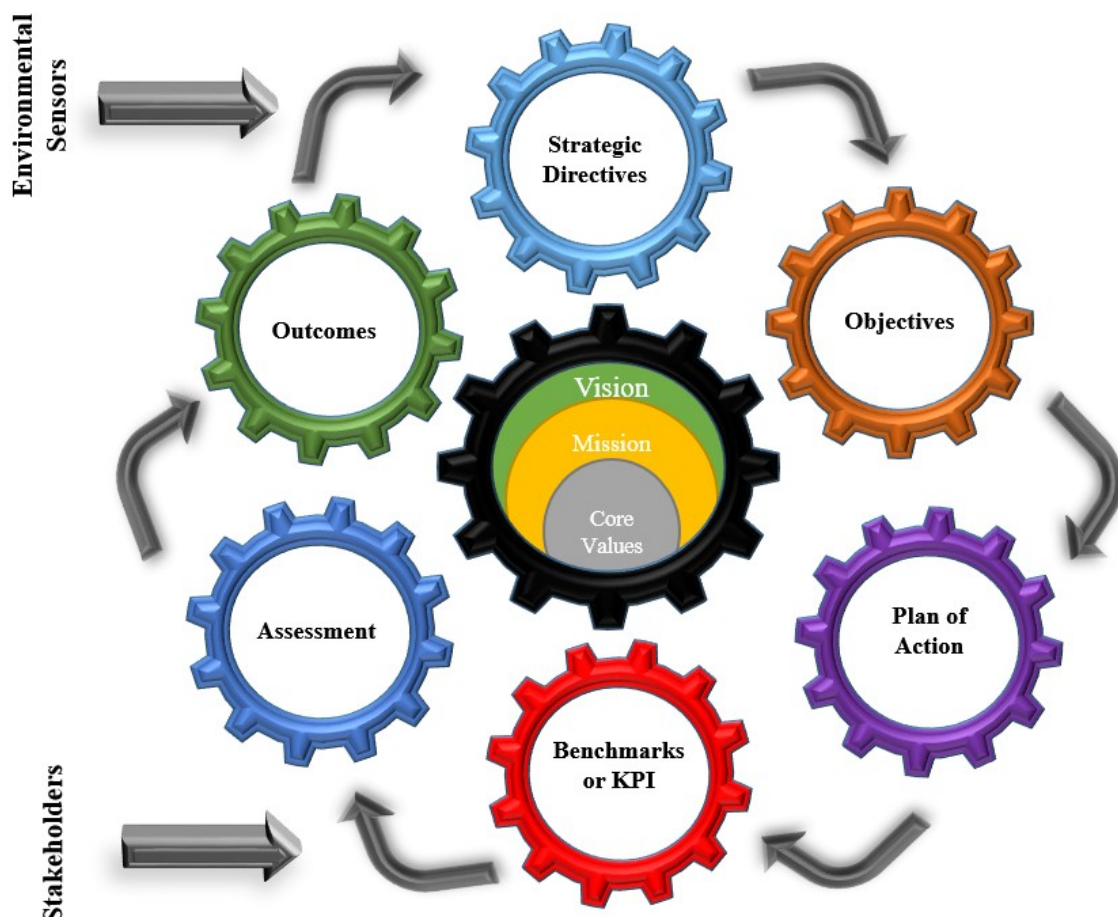


Figure 1. Strategic planning process.

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 which 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 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 directives.

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 COPHS 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 10 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 (updated February 2020).

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

				Sciences
9	Dubai Women's College/ Higher Colleges of Technology's Health Sciences Division	Dubai	B.Pharmacy	-
10	College of Pharmacy, City University College of Ajman	Ajman	BPharm	-

** Only offered for female students.*

*** Offers Pharm. D program instead of BPharm.*

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 6 months pharmacist work experience. 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 six standards similar to those required in developed countries. On the other hand, the institutional licensure requires the institute to satisfy seven standards according to the CAA 2019 published standards. 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 (as of January, 2020), ACPE has granted certification to 16 pharmacy programs (BPharm and Pharm.D.) offered by 13 Universities. So far, only two bachelor of pharmacy program was certified in UAE in the year 2015 and 2018, while one PharmD program was certified in 2019. The College is currently including some of the recommendations provided 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. The College has organized many events to educate and warn male students about the improper use of anabolic steroids. The College conducted many visits to the elderly home in support to UAE Senior Citizens. Students visited also the centers for Autism and mentally ill children at Ajman.

3.2. Internal Environmental Scan

The COPHS consists of two Departments and each Department is chaired by a senior faculty. The decisions made by each Department are based on a meeting of the Department's members. Each Department consists of 7 to 10 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 BPharm Program offers students enrolled before the academic year 2019-2020, 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 BPharm program (old curriculum).

#	Curricular Structure	Credit Hours
1	University obligatory and optional courses	24
2	College optional courses	3
3	Department of Clinical Sciences	60
4	Department of Pharmaceutical Sciences	63
	Total Credit Hours	150

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 University, the COPHS is well equipped with the necessary physical and technological 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/smart 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 campus, 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. The AU University Transportation 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.

Before March 18, 2019, the Fujairah campus (now renamed as University of Science and Technology of Fujairah- USTF) was a part of Ajman University. USTF obtained the approval from the Ministry of Education to operate as an independent University

of higher education. An agreement has been signed between Ajman University and University of Science and Technology of Fujairah for maintaining the quality of the programs and overall experience studied by the students at USTF. The terms of the agreement allow AU to have a control over academic and regulatory policies for the faculty, students and academic programs during the transitory period. The validity of the agreement extends till 31-08-2020. As a part of the strategic plan, the course coordinators from COPHS-AU and USTF regularly conduct two meetings (one at start of semester and the other at the end of semester) to discuss the course plan, course conduct and exams to ensure parallel delivery of the course materials to attain course learning outcomes which can eventually achieve the program learning outcomes. USTF COPHS has the necessary facilities that ensure the efficient running of the BPharm program and execution of research. These facilities include 7 well equipped laboratories. In addition, the 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 USTF.

The COPHS of USTF 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, 2019-2020, the number of students enrolled in the BPharm degree is 361 students. In USTF-COPHS, the enrolled of students in the BPharm degree is 69 students.

In AU, the students enrolled in BPharm degree are from different nationalities. In fact, AU is noted for international diversity. Social responsibility is a long-standing tradition at the institution. According to the 2020 QS World University Rankings (QSWUR), AU was ranked 6th globally for international students 2020. 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. Faculty from different nationalities, race and sex are employed at the COPHS. 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, drug delivery 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 University 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. Additionally, a new area has been allocated near the virtual pharmacy for the establishment of a drug information lab.

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 CAA and 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 BPharm program
3	High quality training is integral part of the BPharm program
4	Diversity in student body
5	Academic advisor is assigned to each student
6	Biomedical and pharmaceutical sciences components of the BPharm 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 BPharm 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 (USTF, previously AU-Fujairah campus)
6	Many written exams within the semester
7	Poor communication skills for some students
8	Some lab. equipment needs upgrading
9	Students are not well taught based on courses learning outcomes
10	Insufficient staff and faculty members (USTF, previously AU-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 (USTF, previously AU-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 BPharm program
16	Four-years BPharm 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).

#	Items
	Now they are two independent institutions.
24	Difference in the students' curricular and non-curricular experiences in the two campuses (Ajman and Fujairah). Now they are two independent institutions.

3.3.3. Opportunities

#	Items
1	Create new programs to increase College income
2	Students graduating from BPharm 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	Expose 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 pharmacist's 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 at USTF (previously AU-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 BPharm 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 student's 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	Maintain national and international

the University	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 BPharm curriculum through strengthening the social and clinical pharmacy component	Revise the BPharm curriculum and make recommendations to the College council	College curriculum committee	100% of the curriculum is revised	May, 2017	Yes	
	Approval of the updated BPharm curriculum and any further modification required by College council	College council	100% approval by the College council	May, 2017	Yes	
	Approval of the updated BPharm curriculum by the University Council for Academic Affairs	University Council for Academic Affairs	100% approval by University Council for Academic Affairs	June, 2017	Yes	
	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	Yes	
	Implementation of the new BPharm curriculum changes in AU-COPHS	College deanship and the registration office	100% of the curricular changes approved by CAA are included in the registration system	Academic year 2020-2021	Yes	This accomplished starting from 2019-2020

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		
	Introducing OSCE as part of the training assessment	HOD of Clinical Sciences and the College office of experiential education	10% of the total assessment in Clinical Pharmacy Training course is obtained from OSCE	May 2020		
	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	Yes	
			One annual report is submitted on the effectiveness of the programs to the Clinical Pharmacy Unit Chair	September 2018, Annual	Yes	
1.3. Expanding library holdings of	Encourage faculty to continuously update their reference sources	Dean and faculty	At least one circular every	September 2017 –	Yes	

Objectives	Action Plan	Responsibility	KPIs	Expected Completion Date	Achievement (Yes/No)	Comments
reference books and databases related to pharmacy	every Semester in cooperation library assigned faculty	assigned to library resources	year	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	Yes	
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	Yes	
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	Yes	
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	Yes	
1.7. Development of the current MScPharm curriculum	Revise the MScPharm curriculum and make recommendations to the College council	College curriculum committee	100% curriculum revision	April 2021		
1.8. Participate in the development of	Participate in the development of MBBS program by contributing	The dean, and selected	100% of the Self-study for initial	April 2017	Yes	

Objectives	Action Plan	Responsibility	KPIs	Expected Completion Date	Achievement (Yes/No)	Comments
other healthcare programs of the University	to the self-study for initial accreditation	College faculty	accreditation is submitted to CAA			
	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 Office of Institutional Effectiveness and Planning (OIPE).	100% of the self-study for initial accreditation is received by CAA	September 2020		
1.9. Ensuring similar curricular exposure in the two campuses (now Fujairah campus is an independent institution, USTF)	Improving the range of equipment and other resources available to Fujairah campus (now USTF) pharmacy labs	The Deputy Dean in Fujairah Campus (Now acting Dean)	College budget allocated to buying lab equipment and other resources at Fujairah campus (Now USTF) is at least doubled compared to the academic year 2017-2018	September 2018	Yes	
	Assigning a coordinator from either campus for each course	Head of Departments	100% similarity in all BPharm	September 2019	Yes	This is now under the

Objectives	Action Plan	Responsibility	KPIs	Expected Completion Date	Achievement (Yes/No)	Comments
	within the curriculum for efficient course management		course portfolios in the two campuses (till Aug-2020)			agreement between AU and USTF
	Conducting frequent coordination for experiential learning	Head of Office of Experiential Learning and the Coordinator of Training at Fujairah campus	At least twice meetings in each Semester via video conferencing and in-person	May 2019	Yes	This is now under the agreement between AU and USTF
	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	Yes	This is now under the agreement between AU and USTF
	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 campus get their training with the students from the other campus	May 2019	Yes	This is now under the agreement between AU and USTF
	Share tutorial experiences across the two campuses	The course coordinator for OTC Drugs &	At least one tutorial experience will be	May 2019	Yes	This is now under the agreement

Objectives	Action Plan	Responsibility	KPIs	Expected Completion Date	Achievement (Yes/No)	Comments
		Products, Clinical Pharmacy I and Clinical Pharmacy II and First Aid	shared each semester			between AU and USTF

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 BPharm 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	Yes	
	Respond to the CAA recommendations	College accreditation and assessment committee in collaboration with the Dean's	100% CAA satisfaction with COPHS responses	February, 2019	Yes	

Objectives	Action Plan	Responsibility	KPIs	Expected Completion Date	Achievement (Yes/No)	Comments
		office and other College faculty				
2.2. International accreditation of the BPharm program	Preparation and submission of the self-study for the International certification of the BPharm 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	Yes	
	Response to ACPE recommendations	College steering in collaboration with the Dean's office and other College faculty	100% ACPE satisfaction with COPHS responses	August, 2018	Yes	
2.3. Maintain the full accreditation of the MScPharm program	Follow-up the full accreditation process of the MScPharm 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	Yes	
	Commencing the preparation of the self-study for the re-accreditation of the MScPharm 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-	Yes	
	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	Yes	
	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	Yes	
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	Yes	
4.3 Enhance research collaboration with regional research centers and internal research groups	Establish formal research collaboration with other research centers in the region	Office of International Academic Affairs	At least two formal collaboration MOUs are signed	September 2018	No	Only one has been signed and the other two are in process
	To develop competitive	CRC	30% of the	September		

Objectives	Action Plan	Responsibility	KPIs	Expected Completion Date	Achievement (Yes/No)	Comments
	research proposals		faculty to be involved in joint research work	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	Yes	
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	Yes	
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	Yes	
4.7. Support high quality research works	Hire competent Research Assistants to perform their research work	Research assistant supervisors and Heads of research groups	Publish 2 research papers per each research assistant in	Starting from 2018-2019	Yes	

Objectives	Action Plan	Responsibility	KPIs	Expected Completion Date	Achievement (Yes/No)	Comments
			high impact Scopus indexed journals (Q1/Q2).			
	Hire a competent Research Technician to regularly maintain research instruments, assist researchers in performing their research work, and maintain high standard of safety in research laboratories	Head of Laboratories and Heads of Research Groups	One research technician is hired	September 2019	Yes	
	Establish a new tissue culture research lab equipped with latest instruments	Head of Laboratories and Heads of College Research Committee	Finish lab furniture and buy required instruments	June 2020	Yes	

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	Prepare a plan to allocate	The College	Subscription to	September	No	The COPHS

Objectives	Action Plan	Responsibility	KPIs	Expected Completion Date	Achievement (Yes/No)	Comments
pharmacy with adequate drug information resources	budget to subscribe to reliable drug information resources such lexi-comp	dean and the head of clinical pharmacy unit	at least one drug information resource	2018		is awaiting the establishment of drug information lab
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	Yes	
	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	Yes	
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	Yes	
5.4. Prepare a common platform for students in the two campuses to provide community services (Fujairah	Participate in common awareness campaigns	Head of events committee at each campus (Fujairah campus is now	At least one common participation every year	May 2019	Yes	

Objectives	Action Plan	Responsibility	KPIs	Expected Completion Date	Achievement (Yes/No)	Comments
campus is now an independent institution, (USTF)		an independent institution, (USTF)				

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 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.

STRENGTHS	WEAKNESSES
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<p><i>Examples:</i> <i>Small class size in B. Pharm Program.</i> <i>Qualified academic staff.</i></p>	<p><i>Examples:</i> <i>Negative attitude of some students.</i> <i>Lack of research resources.</i></p>
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SWOT Analysis Template (cont.)

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

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.