Strategic Plan
2016-2020

AL AIN UNIVERSITY

Approved by the College council meeting No.(09) on the 30th of January 2020

College of Pharmacy

Al Ain University
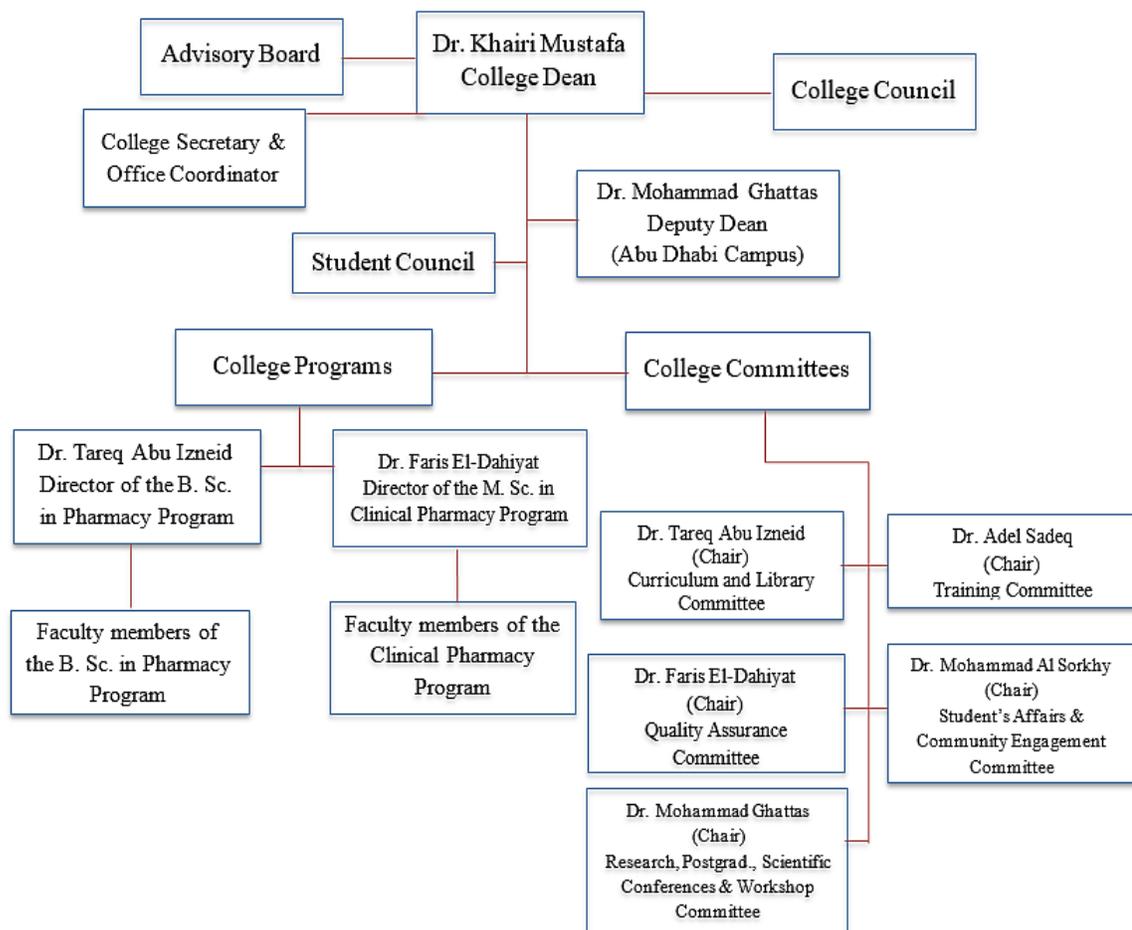
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1. Introduction

The College of Pharmacy, Al Ain University (AAU) is one among a few institutions that work in advancing the knowledge of pharmacy in the UAE, positively impact the health and lives of people of UAE. This strategic plan comprehends our ideas on vision and mission which drive our shared core values. For attaining our vision we have to invest in education, research, advance pharmacy practice and enhance community services.

The AAU College of pharmacy was established in 2006. It was started with a very small department and has kept on improving the facilities in the department in each coming years. The Strategic Plan outlines our aspirations in becoming a world class pharmacy institution and helps AAU College of pharmacy define the future.

The strategic plan's objectives provide direction, action plan enables us to accomplish the objectives and key performance indicators provide us with the guidance and help us to measure our efforts. The contextual frame work of the strategic objective is provided by the background or environmental scan.
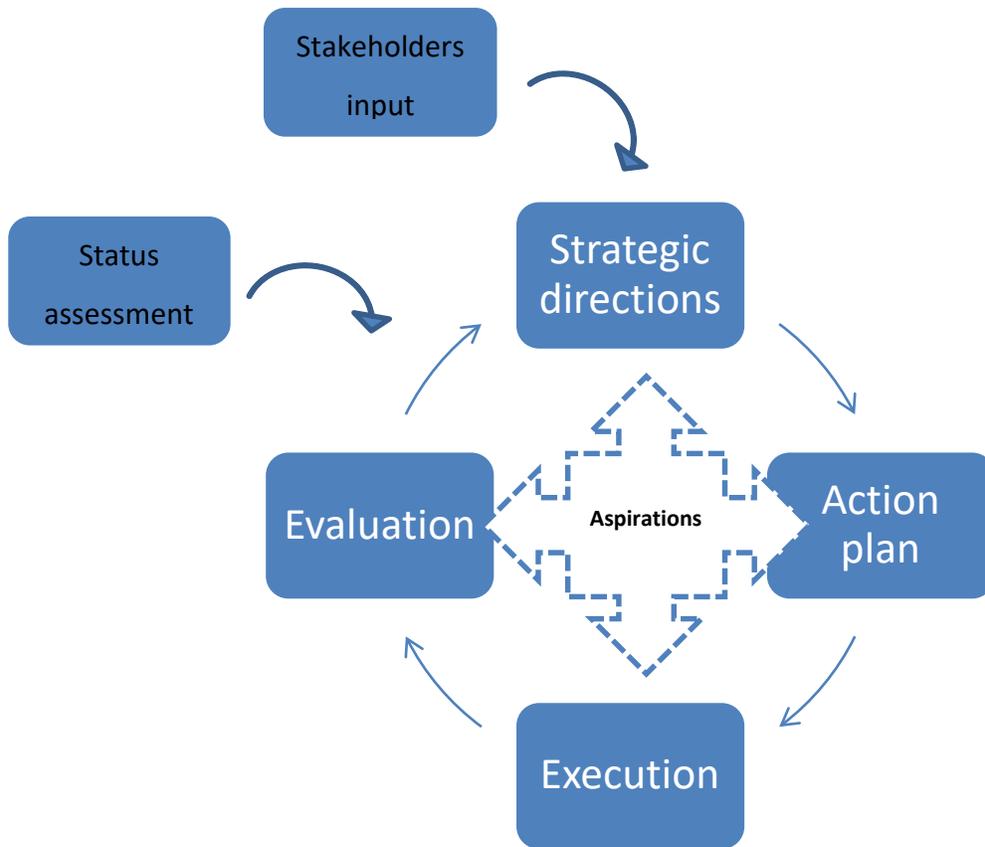
The success of the Strategic Plan requires significant efforts and all the stakeholders should think of how to contribute to the success of our Strategic Plan and help in shaping the AAU College of pharmacy's future.

2. College of Pharmacy Organizational Chart

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Advisory Board ——— Dr. Khairi Mustafa
                    College Dean ——————— College Council

College Secretary &
Office Coordinator

                    Dr. Mohammad Ghattas
                    Deputy Dean
Student Council ——— (Abu Dhabi Campus)

College Programs                    College Committees

Dr. Tareq Abu Izneid    Dr. Faris El-Dahiyat
Director of the B. Sc.  Director of the M. Sc. in
in Pharmacy Program     Clinical Pharmacy Program

                                    Dr. Tareq Abu Izneid         Dr. Adel Sadeq
                                    (Chair)                      (Chair)
                                    Curriculum and Library       Training Committee
                                    Committee

Faculty members of      Faculty members of the
the B. Sc. in Pharmacy  Clinical Pharmacy          Dr. Faris El-Dahiyat         Dr. Mohammad Al Sorkhy
Program                 Program                     (Chair)                      (Chair)
                                                    Quality Assurance            Student's Affairs &
                                                    Committee                    Community Engagement
                                                                                 Committee

                                                    Dr. Mohammad Ghattas
                                                    (Chair)
                                                    Research, Postgrad., Scientific
                                                    Conferences & Workshop
                                                    Committee
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3. Overview of strategic planning process

Figure 3.1.3.1: Strategic plan directions and input process.

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  Stakeholders
     input
                          Strategic
                          directions
 Status
 assessment

 Evaluation        Aspirations        Action
                                       plan

                  Execution
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At the core of AAU College of pharmacy's strategic planning process is Aspirations that include vision, mission and core values as presented in Fig.1. The aspirations are detailed and achieved through strategic objectives that are linked to the action plans which would help us to achieve each strategic direction. The action plan's execution is monitored by evaluation step through key performance indicators. On the basis of evaluation of the executed action plan, the future strategic direction to achieve our aspirations shall be strengthened. Before formulating the strategic directions, we performed a status assessment that includes SWOT analysis with environmental scanning both internal as well as external. This strategic planning process involves the inputs from all the following stakeholders:

1. Students
2. Faculty and staff
3. Hospitals, Community pharmacies and pharmaceutical preceptors.
4. Alumni
5. College of Pharmacy Advisory Board.

4. Aspirations

AAU College of Pharmacy's aspirations are manifested by mission, vision and core values.

4.1. Our vision

The vision of AAU College of pharmacy is to achieve excellence in innovative pharmacy and healthcare education, practices, services to the society and the profession, and thus improve the healthcare of the community and the country.

4.2. Our mission

The college serves UAE and the world by preparing outstanding, highly competent and motivated pharmacists, nutritionists, and health care providers to meet the contemporary health care needs of the society, improve delivery of essential healthcare services, ensure human health through optimization of using effective, safe and economic drug therapy and nutrition care to enhance healthcare activities, especially in areas of continued-education, services and researches. The college serves the students by offering an educational program based on best pharmacy and healthcare practices, professional practice experience and educational environment aligned with the needs of the society.

4.3. Our values

The core values of the College of Pharmacy are consistent with those of the AAU values; the following are the core value of the college of pharmacy:

1. Integrity and respect in all activities
2. Excellence and collaboration on individual and in educational and research basis.
3. Diversity in our faculty, staff and student body
4. Professionalism by encouraging personal development of ethical behavior, responsibility and commitment among faculty, staff and students
5. Expressing Compassion to others by engagement in community service and in pharmacy practice to enhance heath care of the society in general

5. Status Assessment

5.1. SWOT Analysis

We assess status of AAU College of pharmacy using SWOT analysis. The SWOT analysis helps to evaluate AAU College of pharmacy's strengths, weaknesses, opportunities, and threats. It monitors external and internal environment. External environment provides opportunities and threats, while internal environment provides strengths and weaknesses. By monitoring opportunities and threats, AAU College of pharmacy shapes its approaches

to take advantage of the opportunities and be aware of the threats, considering the strengths and weaknesses it possesses.

5.1.1. External environment analysis (Opportunities& Threats)

5.1.1.1 Macro environment

According to World Economic Forum's, global competitiveness report, released in September, 2013, the UAE is ranked one among the world's top 20 most productive economies using their global competitiveness index[1]. The same report ranked UAE 4th for goods market efficiency and 9th for labor market efficiency. UAE is one among the countries that has highest per capita GDP of $49,000 (2012 estimated)[2].The Human Development Report issued by the United Nations Development Program, ranked the UAE first among the countries that bridged gender gap in education, health and employment[3]. According to World Health Organization, total expenditure on health per capita (2011) is US$. 1,732[4].

The government of UAE strongly believes in education and visualizes itself to be a part of knowledge based economy. Education is one of the key sectors identified by the Abu Dhabi government that contributes to its Plan Abu Dhabi 2030 by providing competent human capital. Increasingly, a number of top international universities are attracted to UAE to start their campuses.

The Abu Dhabi Department of Education and Knowleadge (ADEK) established in the year 2005 licenses and manages school and higher education development in Abu Dhabi emirate. In 2010, ADEK unveiled the Abu Dhabi higher education Strategic Plan that

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[1] Kane, Frank (2013), "UAE moves into top 20 of world's most productive global economies", *The National*, September, 4.

[2]Bladd, Joanne (2013), "UAE Economy Back On Track", *Gulf Business*, October, 12.

[3] His Highness Shaikh Mohammed bin Zayed Al Nahyan, (2011), "Abu Dhabi Crown Prince on 40th National Day", *Khaleej Times*, December, 1.

[4] Source: World Health Organization

prioritizes the improvement of quality of higher education system in Abu Dhabi which meets the best international standards[5].

Al Ain city is the home of UAE's first national university which was established in 1976. UAE University offers full range of accredited graduate and under graduate programs on Business and Economics, Education, Engineering, Food and Agriculture, Humanities and Social Sciences, IT, Law, Medicine and Health Sciences and Science.

In Abu Dhabi, world class institutions such as New York University, Paris-Sorbonne University and Johns Hopkins' Bloomberg School of Public Health have their campuses. In the neighboring emirate of Dubai, world class universities are housed in special zones such as Dubai Knowledge Village and Dubai International Academic City.

5.1.1.2. Micro environment

The Health Authority of Abu Dhabi under the direction of UAE law enforces all the employers to provide mandatory health insurance for all employees and their dependents[6]. This enables all the residents of Abu Dhabi emirate to have health insurance. The health insurance helps the residents to access all the possible healthcare facilities and treatments. Generally, there is a strong presence of quality healthcare and consequently demand for pharmaceuticals. The registered pharmacies also are required to dispense medicines only through licensed pharmacists. Also, the hospitals are required to recruit licensed clinical pharmacists. Hence, there is a strong demand for qualified pharmacy graduates.

The UAE pharmaceutical sector mostly depends on imports as the local manufacturing is relatively small. The imports of pharmaceutical products has rapidly increased from AED 800 million in 2003 to AED 3 billion in 2010[7].

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[5] Anonymous, (2010), "ADEC's higher education strategic plan launched", *Khaleej Times*, June, 10.
[6] Source: http://www.haad.ae/haad/tabid/136/default.aspx
[7]Tavoulari, Athena (2011), "An overview of the UAE Healthcare Sector", *Executive Newswire*, September, 6.

All non-local pharmacy graduates are required to pass the pharmacy exam conducted by The Registration and Drug Control Department to do pharmacist practice and work in any UAE pharmacies. These applicants for the exam must have completed 2 years pharmacist work experience.

The Ministry of Higher Education & Scientific Research, UAE has formal accreditation process under the aegis of Commission of Academic Accreditation for bachelors, master and doctoral level programs. Apart from AAU College of pharmacy, Dubai Pharmacy College, University of Sharjah, Ajman University of Science & Technology, Gulf Medical University, Ras Al Kamiah Medical and Health Sciences University and Fatima offer Bachelors level degree program in pharmacy that is accredited by Ministry of Higher Education & Scientific Research, UAE.

The UAE also attracts faculty members who have doctorates from well recognized universities in USA, Canada, UK, Australia and New Zealand. These faculty members also have diverse work experience. Ministry of Higher Education and Scientific Research has recently established National Research Foundation to encourage research that involves issues pertaining to the region.

There is a need of support from hospitals and drug companies for conducting research that is required for this region. Hospitals and Drug companies are open enough to provide internship and project opportunities which support experiential learning to the students.

5.1.2. Internal Environment Analysis (Strengths & Weaknesses)

Internal environment analysis with respect to strengths and weaknesses was carried out to help us define our strategic directions and objectives judiciously. Under the aegis of Dean, AAU College of pharmacy, Quality Assurance Committee and College Council, the criteria for strengths and weaknesses was defined which would eventually help us in strategy planning. The criteria that were selected for strengths and weaknesses analysis were faculty and staff, students, resources, quality assurance system and research.

We have qualified faculty from diverse background who are actively involved in research. Faculty also participates in CAA accreditation and other quality assurance systems. There is a strongly felt need for more staff support to perform administrative and laboratory duties. We have high quality students with good academic standards who have a good command of Arabic and English languages which are necessary in UAE market. Our students participate in extracurricular activities but a limited participation in research is seen. It would be really helpful to have a good alumni network. In the area resources, we have a library with large collections of books and journals. We also have *Wi-Fi* throughout the campus. To further develop the resources in College of Pharmacy it would be helpful to increase the allotment in budget from AAU. This would equip the laboratories well for lab classes and have a special common area for students for their studies and group work. We lack daycare facilities for the children of female students and staff. The College of Pharmacy has continuously tried to improve the quality of education by the accreditation process through Commission of Academic Accreditation (CAA), Ministry of higher education and scientific research (MOHESR), United Arab Emirates (UAE) and through Quality Assurance Institutional Research Committee (QAIRC).To get well integrated into the quality system of College of Pharmacy it would be better to provide training for faculty members. To improve the quality of education being provided at College of Pharmacy, benchmarking with comparable colleges of pharmacies in UAE is desirable. In the area of research, faculty and students have access to large database of scientific journals. At College of Pharmacy faculty members publish research papers under huge constraints. Establishment of Master's and Ph.D. programs would help in increasing research output. Having a separate startup fund for faculty and independent acquisition system for AAU College of pharmacy for research supplies would give a boost to the research.

6. Strategic directions, plan of action, execution and evaluation

Strategic Direction 1			
Provide students with quality education in pharmaceutical, biomedical and clinical sciences.			
Objective	**Plan of action**	**Documentation/ Mode**	**Timeline / Person Responsible**
1.1. Promote curricular reform and innovation in all areas of the academic program.	1.1.a. Incorporate curricular reform and innovation that enhances student learning experience.	Student Satisfaction surveys, Course Exit Survey (Bi-annual, April 2020; December, 2020)	2 years, Chairman, Quality Assurance committee, Curriculum committee.
	1.1.b. Improve benchmarking with other institutions	Comparative analysis institutions identified as standards Biennial, December, 2017	1 year, Chairman, Quality Assurance committee
	1.1.c. Assess the program learning outcomes of all the subjects	Report annual, September 2016-2020	5 years, Chairman, Quality Assurance and College Council
	1.1.c. Introduce Biology, Chemistry, Mathematics and Physics for 1st year students	Annual report	1 year, Chairman, Curriculum Committee

	1.1.d. Identify the needs of the students for their post graduate studies	Graduating Senior Exit Survey Instrument, Alumni Survey Instrument (final year students and alumni) Biennial, December, 2017 and December 2019	2 years, Chairman, Quality Assurance committee
	1.1.e. Consult with hospitals and pharmaceutical companies for their input in curricular reform and innovation	Surveys of hospitals, pharmaceutical companies and pharmacies who provide training opportunities to students- Employer survey Preceptor Evaluation of Training Course (Biannual, August 2017 and January, 2019) Annual preceptors workshop 2017-2020 Meetings college advisory board that has members of select hospitals and company heads (Annual, August, 2017-2020)	4 years, Chairman, Quality Assurance committee, Training committee

1.2. Offer a variety of training courses and new programs that cover community pharmacy, hospital, clinical pharmacy, pharmaceutical industry and healthcare programs which are consistent with the college and university's educational mission.	1.2.a. Improve partnerships with pharmacy chains, hospitals and pharmaceutical companies	List of identified pharmacy chains, hospitals and pharmaceutical companies for student training.(Annual, May, 2018) Meetings conducted with select hospital and company heads.(Bi-monthly, August, 2018)	Ongoing Chairman, Training Committee
	1.2.b. Introduce Master's program in Pharmaceutical sciences 1.2.b. Introduce BSc. In Nutrition and Diets	CAA self-study reports Annual, December 2018-2020	2 years, Dean
	1.2.b. Strengthen student supervision and guidance in the practical sites i.e. community pharmacies, hospitals and pharmaceutical factories	Preceptor Evaluation of Training Courses from hospitals, pharmaceutical companies and pharmacies which provide training opportunities to students.(Annual, Oct, 2017) Meetings conducted with select hospital and company heads.(Bi-monthly, October, 2017-2020)	1 year, Chairman, Training Committee

Strategic Direction 2			
Improve faculty and staff development and support systems			
2.1. Provide proper work environment that helps in developing skills of supporting staff and their promotion and retention	2.1.a. Develop systems and procedure for assessing the performance of the supporting staff for their promotion and retention	Report on development of promotion standards Supporting staff performance assessment reports	3 year, October, 2017-2020, Dean
	2.1.b. Encourage the supporting staff to attend training programs and professional development courses.	Report on identification of training programs that are suitable for supporting staff(Annual, June, 2017-2020) List of eligible supporting staff(Annual, July, 2017-2020)	3 years 2017-2020, Dean
2.2. Develop favorable work environment for faculty members that ensures their morale.	2.2.a. Enhance faculty satisfaction with their job and work environment	Faculty satisfaction survey questionnaire (Annual, February, 2017-2020)	Ongoing, Dean
	2.2.b. Establish effective performance appraisal systems that provide better tenure and rewards	Review on performance appraisal system for faculty(Biennial, June, 2017,2019)	Ongoing, Dean

		Comparative study report on tenure and rewards (comparison with high quality institutions in UAE) Biennial, July, 2017,2019	
	2.2.c. Assess the subject areas where new faculty members are required on the basis of faculty/student ratio	Faculty need assessment report(Annual, June, 2017-2020)	Ongoing, Dean
	2.2.d. Recruit appropriate number of new faculty members	Faculty recruitment advertisement(Annual, April, 2018-2020) CVs of the applicants(Annual, August, 2017-2020)	Ongoing, Dean
Strategic Direction 3			
Establish and maintain high standard quality systems			
3.1. Acquire authentication of the academic programs by high standard accreditation agencies	3.1.a. prepare self-study reports for the new programs B.Sc. Nutrition and dietitian and MSc. in Pharm Sciences. that ensures fulfillment of standards of CAA, MOE	CAA self-study reports(December 2018)	Ongoing, Dean

	(Commission for Academic Accreditation, Ministry of Education		
	3.1.b. follow up the plans authentication of academic programs by international accreditation ACPE.	Prepare the required interim report and the focused visits.	April, 2018 Chairman, ACPE steering committee Deputy Dean and the Dean
3.2 Inculcate quality culture in the organization	3.2.a. Intensify activities related to quality assurance.	Report of quality assurance committee meetings and its activities, 2018-2020	Ongoing Chairman, Quality assurance committee
	3.2.b. assess the achievement of strategic plan's directions and objectives.	Report of strategic planning committee on AAU College of Pharmacy achievement of directions and objectives Annual, September, 2017-2020	Ongoing Dean and College Council
Strategic Direction 4			
Contribute in the development of pharmacy science and practice by motivating faculty and students to focus on original research and scholarly activities.			
4.1. Assess and identify research and other scholarly opportunities for faculty.	4.1.a. Evaluate the productivity of faculty research output and other scholarly activities	List of refereed scopus indexed journal publications by the faculty. List of Patents	Ongoing, Chairman, Research, Postgraduate, Scientific Conferences and Workshops Committee

		List of faculty members presented papers in academic research conferences. Biannual ,end of each semester, Dec. May 2017-2020	
	4.1.b. Improve the faculty research skills by providing opportunities for further education and specialized training	Report on identification of further education and training programs that are suitable for faculty Annual, December, 2017-2020 List of eligible faculty	Ongoing Chairman, Research, Postgraduate, Scientific Conferences and Workshops Committee
	4.1.c. Coordinate with university office bearers for research	Minutes of the meetings with university office bearers for research (Dean of Research and Postgraduate)	Ongoing Chairman, Research, Postgraduate, Scientific Conferences and Workshops Committee
	4.1.d. Improve relationship with other universities for research collaboration	List of identified universities Memorandum of understanding with other universities Annual, 2017-2020	Ongoing Chairman, Research, Postgraduate, Scientific Conferences and Workshops Committee

	4.1.e.Develop ethical guidelines for research along with Council of Scientific Research and Graduate Studies (CSRGS)	September 2017	1 year, Chairman, Research, Postgraduate, Scientific Conferences and Workshops Committee
	4.1.f. Improve research facilities	Annual Report, Sep, 2018-2020 List of required equipments, chemical and other facilities.	Ongoing, Chairman, Research, Postgraduate, Scientific Conferences and Workshops Committee
4.2. Assess and identify research opportunities for students.	4.2.a. Assess students' industry and hospital training projects and check whether it meets the purpose	Student surveys on feedback of industry and hospital training Preceptor survey, biannual, August 2017, January, 2018	1 year Chairman, Research committee, Curriculum Committee
	4.2.b. Include complete strategic research plan.	Meetings of research committee and curriculum committee December 2017, 2020	3 years Chairman, Research, Postgraduate, Scientific Conferences and Workshops Committee Chairman, Curriculum Committee

	4.2.c. Develop a mechanism to recognize research potential and interest among the students earlier to hone their skills further.	Evaluation of training / research reports of the students Annual, September, 2018,2020	2 years Chairman, Research, Postgraduate, Scientific Conferences and Workshops Committee Chairman, Curriculum Committee
Strategic Direction 5			
Provide appropriate facilities and resources			
5.1. Promote and support the efficient and effective use of technology in the academic and administrative process to enhance curricular needs.	5.1.a. Evaluate the need of technological resources for academic purposes	Report on required technological resources for academic purposes	Annual, May, 2018 Dean
	5.1.b.Introduce Wi-Fi throughout College of Pharmacy	Introduced in 2016 Updated in 2019	completed, Dean
	5.1.c.Introduce Moodle for efficient academic course management	Introduced in 2014 Updated in 2018	Completed, Dean
	5.1.d. Identify the need of technological resources for effective functioning of administrative processes	Report on required technological resources for academic purposes	Annual, May, 2018-2020 Deputy Dean and Dean

5.2. Secure needed laboratories, classrooms, workspaces and other facilities that are needed for faculty, staff and students	5.2.a. Assess the laboratory requirements of faculty members for their research purpose	Report on laboratory resources for research purposes	Annual, May, 2018 Chairman, Research, Postgraduate, Scientific Conferences and Workshops Committee
	5.2.b. Establishment of virtual pharmacy Lab		Completed, Chairman, Curriculum committee
	5.2.c.Establish drug modeling work stations		1 year, Research, Postgraduate, Scientific Conferences and Workshops Committee
	5.2.b. Separate pantry for college of pharmacy faculty		1 year, Dean
	5.2.b. Examine the availability of laboratory instruments and chemicals for laboratory classes	Report on laboratory resources for practical classes	Annual, May, 2018 Chairman, Student Affairs Committee
	5.2.c. Monitor the class room, laboratories and workspace requirements of future student enrollment and faculty recruitment	Report on classroom, laboratory and workspace requirements	Annual, May, 2018 Dean

5.3. Support the importance of the library.	5.3.a. Enhance journal database	Meetings of Research, Postgraduate, Scientific Conferences and Workshops Committee and Library and Reading Resources Committee. (Annual, June, 2018) List of proposed journal databases for subscription	3 years, Chairman, Research, Postgraduate, Scientific Conferences and Workshops Committee Chairman, Library and Reading Resources Committee
Strategic Direction 6			
Enhance the visibility of AAU College of Pharmacy			
6.1. Increase AAU College of Pharmacy's participation in community service	6.1.a. Improve community service that may be provided by faculty and students	List of identified community service activities to be conducted by staff and faculty. Annual, 2016-2020 Community Engagement Committee Report on community service activities conducted by staff and faculty. Annually Community Engagement Committee	Ongoing Annually updated till 2020, Community Engagement Committee

		Report on participation in the general national activities and any activities related to the college. Annual, November, 2018-2020 Community Engagement Committee	
	6.1.b. Evaluate the possibility of partnership in community service	List of identified partners for community service Annual, July, 2018-2020	Ongoing, Annual, July, 2018 Dean
6.2. Enhance involvement in professional organizations.	6.2.a. Encourage active faculty participation in professional organizations	List of faculty associations with professional organizations Annual, November, 2018	Community Engagement Committee
	6.2.b. Support opportunities for faculty involvement in professional organizations	Report on support extended to the faculty members for associating themselves with professional organizations Annual, August, 2018	Dean
6.3 Develop collaborative partnerships with Hospitals, Pharmacies,	6.3.a. Develop appropriate corporate partnerships to identify mutually beneficial programs	Report on meetings with corporate partners Annual, November, 2018-2020	Community Engagement Committee and Chairman, Training Committee

Pharmaceutical companies and health authorities		List of corporate partners for training programs/community service / consultancy / mutually beneficial research Annual, December, 2018-2010	Community Engagement Committee and Chairman, Training Committee
	6.3.b. Identify funding opportunities available through corporate sponsors	Report on meetings with corporate partners Annual, November, 2018-2020	Community Engagement Committee and Chairman, Training Committee
		List of corporate partners for research grants Annual, December, 2018-2020	Community Engagement Committee and Chairman, Training Committee
	6.3.c. Improve corporate partnerships that helps in employment of the graduates.	Report on meetings with corporate partners Annual, November, 2018-2020 List of corporate partners who provide employment opportunities to the graduates Annual, November, 2018-2020	Dean and Chairman, Training Committee

| 6.4 Improve Alumni relations | 6.4 a. Development of College of pharmacy and Alumni contact
6.4 b. Establish Alumni Association
6.4.c. Establish honorary awards for successful alumni
6.4.d. Elicit alumni support in enhancing current programs | List of Alumni with their contact details
Report on meetings with group of alumni for improving current programs
Alumni Survey Instrument
Annual, August, 2018,-2020 | 2 years, Chairman, Student Affairs committee and Curriculum committee, Quality assurance committee |
| | 6.4.e. Increase alumni relations in developing quality pharmacy practitioners | List of successful alumni in pharmacy practice for guest lectures to students
Bi-annual, September, 2018and 2020 | Ongoing, Chairman, Student Affairs committee |

7. The Key Performance Indicators for each Strategic Direction

Strategic Direction 1

Provide students with quality education in pharmaceutical, biomedical and clinical sciences.

1. Increase in percentage of graduates employed

2. Increase in percentage of students passing the Health Authority of Abu Dhabi (HAAD) pharmacy exam.

3. Increase in percentage of students entering postgraduate program.

4. Enhance average rating of Students' evaluation on program administration.

5. Enhance average rating of preceptor evaluation of student performance during their summer training.

6. AAU College of pharmacy conducts minimum two meetings of college advisory council every year.

Strategic Direction 2

Improve faculty and staff development and support systems.

1. Increase in faculty satisfaction with respect to the faculty satisfaction survey conducted (annual).

2. Faculty member promotion.

3. Training program for staff members.

Strategic Direction 3

Establish and maintain high standard quality systems.

1. Increase in average rating on students' evaluation of the courses.

2. Increase in average rating of Students' evaluation on program administration.

Strategic Direction 4

Contribute in the development of pharmacy science and practice by motivating faculty and students to focus on original research and scholarly activities.

1. Number of refereed journal publication by faculty members.
2. Number of refereed conference publication by the faculty member.
3. Increase in financial support to faculty for research.
4. Opportunities for specialized training for faculty members every year.
5. Focus on student summer training projects with research orientation.
6. Focus on external research grants for faculty members.
7. Have MOUs with other universities for collaborative research.

Strategic Direction 5

Provide appropriate facilities and resources.

1. Increase in satisfaction rating of students about quality of services and facilities.
2. Increase in average satisfaction rating of faculty about facilities and support services.

Strategic Direction 6

Enhance the visibility of AAU College of Pharmacy.

1. Community service activity by faculty members.
2. The AAU College of pharmacy does activities inside as well as outside the university.
3. Associations with corporate partners for community service.
4. The AAU College of pharmacy conducts event involving alumni.

8. College of Pharmacy strategic plan aligns with AAU strategic plan

Alignment of College of Pharmacy Strategic Directions with AAU Goals	
College of Pharmacy's Strategic Directions	**AAU Strategic Directions (Goals)**
Strategic Direction 1: Provide students with quality education in pharmaceutical, biomedical and clinical sciences.	Goal 1: Strengthen AAU's commitment to delivering quality undergraduate and graduate programs that are characterized by rigorous disciplinary depth and breadth, with a high level of direct interaction between faculty and students.
	Goal 2: Improve the recruitment, retention, and graduation rates within the student body, while increasing the number of well-prepared and academically able students who wish to enter a nurturing environment that facilitates the development of competent, and creative professionals.
Strategic Direction 2: Improve faculty and staff development and support systems	Goal 3: Continue to recruit and retain a dedicated and culturally diverse faculty whose teaching is informed by research, and embodies learning experiences that enable students to improve academically and personally.
Strategic Direction 3: Establish and maintain high standard quality systems	Goal 1: Strengthen AAU's commitment to delivering quality undergraduate and graduate programs that are characterized by rigorous disciplinary depth and breadth, with a high level of direct interaction between faculty and students.
Strategic Direction 4: Contribute in the development of pharmacy science and practice	Goal 6: Foster research and support faculty members to secure the time, financial support, and collaborations to maximize their success in

by motivating faculty and students to focus on original research and scholarly activities.	research, scholarship, and other creative activities.
Strategic Direction 5: Provide appropriate facilities and resources	Goal 4: Secure and strengthen the University's information technology and media services to support both the academic and administrative functions of the University, and the deployment of new and innovative teaching and research technologies as they become available.
Strategic Direction 6: Enhance the visibility of AAU College of Pharmacy	Goal 5: Contribute to society and the local community in particular, by addressing their educational, cultural, social, and economic interests.

9. Annual Review of Strategic Planning Process

The Quality Assurance committee (QA)&College council will do a review of the College of pharmacy Strategic Plan each year. Individuals responsible for the sections of the Strategic Plan shall submit a status report for their respective areas of responsibility. The QA &College council will review the sections of Strategic Plan to ascertain whether regarding plan of actions, work has been completed, partially completed or no work has been started. The QA &College council shall determine whether the reviewed items should be retained, changed or deleted from the Strategic Plan. Once the changes have been brought about by the QA &College council, the updates would be directed to the concerned committees. The concerned committees would forward their reviews to the QA & College council and the revised Strategic Plan would be put forward in college meeting for final approval. The concerned committees would use the updated Strategic Plan for further actions.