

# Faculty of Pharmacy

# Strategic Plan

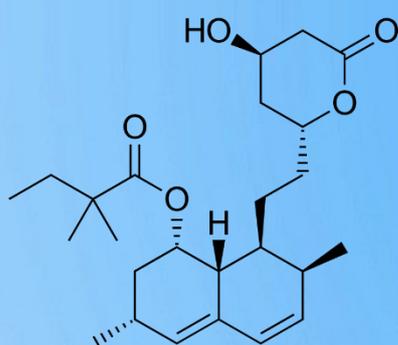
## 2019-2023

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## Dean Message

Faculty of Pharmacy, Al-Ahliyya Amman University (AAU) is the right place for those who concern about the quality of education, think about the future and opportunities enabled by education. At our faculty, student will acquire up-to-date knowledge and skills that will enable him/her for real needs of the future occupation.

The Faculty of Pharmacy at AAU consists of three academic departments: Pharmaceutical sciences, Pharmaceutics & pharmaceutical technology and Biopharmaceutics & clinical pharmacy. Existing graduate programs include: Master of Pharmaceutical Sciences. Students are actively involved with faculty initiatives to improve the health and well-being of the community through health education/promotion.



The Faculty is at the forefront of professional education and engagement in pharmacy and pharmaceutical sciences and boasts strategic collaborative partnerships in education, research and professional engagement at national and international levels. The Faculty is also viewed as an education innovator by its peers around the world, with major innovative programs in pharmacy and pharmaceutical sciences.

The Faculty is establishing a Pharmacological and Diagnostic Research Centre (PDRC) to provide precise, updated research in different pharmaceutical sciences including but not limited to, cancer therapeutics and diagnostics and services to physicians, pharmacists, scientists and other healthcare personnel. The PDRC also offers training to junior and senior researchers in advancing research of Pharmaceutical and Molecular Biology in the country. Later it is expected to be able to offer advice directly to industrial sector.

## Unit Mission, Vision, Values, and Strategies

### Mission of the Unit:

The mission of the Al-Ahliyya Amman University Faculty of Pharmacy is to make a positive difference in the lives and health of the Jordanian nation, and the global community by

- Developing in its Pharmacy students the knowledge, skills, abilities, behaviors, and approaches necessary to become professional, sympathetic, and patient-centered practitioners;
- Graduating students in the Pharmaceutical Sciences who possess the knowledge, skills, abilities, behaviors, and attitudes necessary to support the pharmaceutical industry through the discovery, development, and delivery of new therapeutic agents;
- Conducting internationally-recognized research in the biomedical, pharmaceutical, and clinical sciences and translating scientific findings into innovative approaches to healthcare;
- Engaging in impactful service through community outreach and experiential programming designed to focus on improving the health and well-being of individuals and organization;
- Prioritizing interdisciplinary research and interprofessional education to improve communication and practice models, therapeutic treatments, and disease prevention; and
- Instilling in our graduates the value of life-long learning and continuing professional improvement.

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**Vision Statement:**

The Faculty of Pharmacy will be a distinguished institution delivering the highest quality education, research opportunities, and service toward the advancement of the Pharmacy profession, pharmaceutical sciences, and biomedical sciences.

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**Values:**

We will consistently strive to achieve and promote the following values:

• Excellence	in practice, academics (both teaching and learning), research, service and leadership;
• Professionalism	encouraging integrity as an essential part of pharmacy practice, research and education;
• Student-centeredness	encouraging and fostering academic and professional interactions between students and faculty, both inside and outside of the classroom;
• Critical thinking and problem solving	developing effective leaders and citizens of our communities and the world, as providers and consumers of healthcare and members of our profession;
• Discovery	recognizing the obligation of the academy, contributing through discovery and scholarly activity to knowledge in the fields of pharmacy and pharmaceutical sciences;
• Accountability	recognizing that, as healthcare professionals, we are patient-centered and responsible to help our patients optimize their health outcomes;
• Human dignity	recognizing that every individual deserves respect and will at different times both struggle and excel;
• Ethics	in all of our interactions, so that our teaching, practice, research, leadership and service are above reproach; and
• Quality improvement	developing and utilizing measurable quality assessment techniques and best practices to inform decision-making and enhance the quality of our programs.

## Primary Unit Strategies:

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### **STRATEGY 1. Enhance pharmacy student abilities and learning through curricular innovation, integration, application and assessment**

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#### **Goals**

- 1.1 Faculty design and implement methods that promote student learning, development and assessment through evidence-based, innovative modalities that facilitate active learning and use alternative delivery methods
- 1.2 The Pharmacy curriculum is pertinent, efficient, well-coordinated, and well-sequenced within and across all required course series
- 1.3 Pharmacy graduates develop strong abilities in meeting curricular outcomes
- 1.4 Pharmacy graduates have opportunities to develop high quality, distinctive and competitive abilities
- 1.5 Pharmacy faculty collect, analyze, disseminate, discuss, and use assessment data to enhance the Pharmacy program and student abilities

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### **STRATEGY 2. Enhance pharmacy students' academic and professional success**

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#### **Goals**

- 2.1 An adequate number of high quality and diverse students apply and matriculate into the Pharmacy program
- 2.2 Student retention and progression are maintained at a high level
- 2.3 Student career planning and graduate placement are well supported by Faculty services and resources

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### **STRATEGY 3. Build, expand and sustain community service and scholarship**

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#### **Goals**

- 3.1 Health care screenings, referrals and education are provided to the diverse population in the local and regional communities by AAU students and faculty
- 3.2 Post-graduate training programs in the basic and applied pharmaceutical sciences, public health, and pharmacy practice are expanded to enhance the impact and image of the University and the Faculty
- 3.3 Faculty research and other scholarship continues to expand and enhance the impact and image of the University and the Faculty
- 3.4 Enhance the distinctiveness of industry training focused MSC program in Jordan and strengthening the faculty scholarly activity

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**STRATEGY 4. Strengthen partnerships with internal and external constituencies to maximize AAU competitiveness**

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**Goals**

- 4.1 AAU pharmacy fosters strong relationships with strategically selected local, regional, national, and international organizations and partners
- 4.2 AAU pharmacy fosters strong and sustained relationships with alumni and preceptors
- 4.3 Communications with internal and external constituents are effective in content and dissemination
- 4.4 The brand image effectively markets and enhances the image of the pharmacy programs, the Faculty, and the University

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**STRATEGY 5. Recruit, develop, retain, and support exceptional faculty and staff in fulfilling their roles and responsibilities**

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**Goals**

- 5.1 Faculty and staff are provided meaningful evaluations and other support to enhance career development planning, productivity, and retention
- 5.2 Faculty and staff are supported and provided opportunities to enhance their abilities
- 5.3 Faculty and staff are rewarded for outstanding accomplishments
- 5.4 Facilities, technologies, and organizational structures will support staff, students, faculty, and administrators during routine operations and emergency situations

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**STRATEGY 6. Advance innovative and collaborative research by pursuing key opportunities and promoting our expertise both on and off campus.**

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**Goals**

- 6.1 Improve National ranking by growing the School's research funding portfolio and increase the number of research-active funded investigators
- 6.2 Increase the number of high impact scholarly publications by Faculty of Pharmacy
- 6.3 Strategically develop strong relationships with healthcare sectors and schools with which AAU may partner to develop and implement exemplary interprofessional education (IPE) models
- 6.4 Increase alumni participation and engagement in didactic coursework, experiential education, student mentoring, and research
- 6.5 Provide ongoing training and mentoring and a clear career path for all faculty and staff
- 6.6 Provide formal leadership development pathways for faculty and staff with leadership aspirations

**Strategy 1.****Enhance pharmacy student abilities and learning through curricular innovation, integration, application and assessment**

AAU Pharmacy program has a long history of producing highly effective practitioners and leaders. Faculty must continue to consider methods to enhance student learning and the development of student abilities in an efficient, sustainable, and quality-driven manner. The faculty's experience, dedication, collaboration and excellence must be used to continue to innovate, maximize our strengths, meet challenges of the accelerated program, decentralize delivery of advanced pharmacy practice experiences, adapt to student abilities and needs, and be prepared for increased competition from existing and new colleges and Facultys of pharmacy.

Goal	Expected Metric
<b>1.1</b> Faculty design and implement methods that promote student learning, development and assessment through evidence-based, innovative modalities that facilitate active learning and use alternative delivery methods	<ul style="list-style-type: none"><li>• A variety of active learning delivery methods (technology, blended, online, social media, etc.) are used in at least 50% of required courses</li><li>• Collectively, faculty will submit at least 3 abstracts per year and at least 1 article for publication per year on teaching, learning and assessment in pharmacy and/or higher education meetings and journals</li></ul>
<b>1.2</b> The Pharmacy curriculum is pertinent, efficient, well-coordinated, and well-sequenced within and across all required course series	<ul style="list-style-type: none"><li>• All required courses are well sequenced and coordinated within and across all course series according to course and curricular review by faculty and students</li><li>• All pertinent topics are covered in required courses with respect to curricular outcomes; Jordan/ACPE standards and guidelines; lists of the most common drugs, diseases and conditions, practice components; and pertinent emerging sciences, technologies and practices</li><li>• Highly relevant topics (top drugs, most common disorders, etc.) are progressively developed in appropriate courses across the curriculum</li></ul>
<b>1.3</b> Pharmacy graduates develop strong abilities in meeting curricular outcomes	<ul style="list-style-type: none"><li>• At least 90% of students score at least 75% on evaluations of knowledge and skills in periodic and comprehensive learning assessments</li></ul>
<b>1.4</b> Pharmacy graduates Combined programs have minimum new enrollments per year of have opportunities to develop high quality, distinctive and competitive abilities	<ul style="list-style-type: none"><li>• At least 20% of students in each graduating class participate in research activities with faculty</li><li>• At least 20% of students in each graduating class will hold a leadership role in student professional organizations</li><li>• Students, graduates and employers rate the quality of the programs</li></ul>
<b>1.5</b> Pharmacy faculty collect, analyze, disseminate, discuss and use assessment data to enhance the Pharmacy program and student abilities.	<ul style="list-style-type: none"><li>• Comprehensive reviews of the curriculum and courses are performed at least every 3 years, including assessments of student outcomes and services, impact of teaching and learning methods, and curricular sequencing and integration</li><li>• Assessment data are presented and discussed at pharmacy faculty meetings</li><li>• Assessment data are used in all major decisions</li><li>• A comprehensive review of the assessment plan is performed at least every 3 years</li></ul>

**Strategy 2.****Enhance pharmacy students' academic and professional success**

Al-Ahliyya Amman University (AAU) Faculty of Pharmacy has a reputation for producing the future leaders of pharmacy and must continue to equip our students with the skills, knowledge, and direction to ensure their professional success. Through enhancements to student support systems, career planning, and post-graduate professional development, our graduates will have greater success in residency programs, more employment potential and less chance to fall behind in an accelerated curriculum. The continuous quality improvement and assessment of these programs with each graduating class will allow for a sustainable production of leaders in pharmacy who can further the profession and provide exceptional patient care.

Goal	Expected Metric
<b>2.1</b> Student retention and progression are maintained at a high level	<ul style="list-style-type: none"><li>• All students at risk of failing a course are identified at least by the completion of midpoint examination by course coordinators and are encouraged to meet with course faculty and their advisor</li><li>• For each entering class, on-time graduation is achieved by at least 90% and total graduation by at least 95% of students</li><li>• Academic support services for students (prospective academic advising, tutoring, academic skills resource center) are available for students in all years of the program</li></ul>
<b>2.2</b> Student career planning and graduate placement are well supported by Faculty services and resources	<ul style="list-style-type: none"><li>• Career development services and resources (career planning and resource center, presentations, group discussions, advising, position postings) are utilized by at least 80% of graduating students</li><li>• All career development services and resources are rated at least 4.0 on a 5-point scale by graduating students</li><li>• At least 90% of graduating students have procured a position or been accepted into an academic program within a year of graduation</li><li>• At least 20% of graduating students enter a residency or fellowship program following graduation</li><li>• The placement rate in the ASHP residency match exceeds the national average</li></ul>

**Strategy 3.****Build, expand and sustain community service and scholarship**

Al-Ahliyya Amman University Faculty of Pharmacy is devoting significant effort in developing and enhancing community service and scholarship. To achieve excellence, recognition, and sustainability in these areas, Faculty of Pharmacy has created a culture of community service and scholarship within AAU and has established successful partnerships with multiple external organizations. By engaging our students in community service activities we increase their awareness of the importance and value of giving back to the community and we also strengthen their learning, abilities and professionalism. Enhancing research and scholarship by improving infrastructure, increasing grant applications and publications, and encouraging collaboration within and outside AAU will ensure that our faculty become recognized experts in their areas of focus to more effectively educate our students, publish and obtain grants and contracts, and enhance the visibility and reputation of the Faculty and the University.

Goal	Expected Metric
<p><b>3.1</b> Health care, referrals and education are provided to diverse populations in local and regional communities by AAU students and faculty.</p>	<ul style="list-style-type: none"> <li>• Health care , referrals and education are provided to a diverse population, including underserved populations (accounting for at least 50% of those served) and all ages (children through the elderly)</li> <li>• Inter-professional teams are utilized in at least 50% of the clinical pharmacy services</li> <li>• 80% of the major health initiatives in the local area (as defined by local and regional public health agencies) are supported by at least one community health care outreach program or clinical pharmacy service</li> <li>• Satisfaction with these outreach services are rated at least 4.0 on average on a 5-point scale by those served</li> </ul>
<p><b>3.2</b> Post-graduate training programs in the basic and applied pharmaceutical sciences, public health, and pharmacy practice are expanded to enhance the impact and image of the University and the Faculty</p>	<ul style="list-style-type: none"> <li>• At least 2 new master of science programs in basic and/or applied pharmaceutical, public health, or related sciences are fully evaluated and potentially developed over the next 5 years</li> <li>• At least 2 new pharmacy fellowships are fully evaluated and potentially developed over the next 5 years</li> </ul>
<p><b>3.3</b> Faculty research and other scholarship continues to expand and enhance the impact and image of the University and the Faculty</p>	<ul style="list-style-type: none"> <li>• Total grants/contracts received by AAU Faculty of Pharmacy are ranked in the top 10% of private colleges and Facultys of pharmacy in the Middle East.</li> <li>• At least 50% of Faculty staff are authors on at least 1 peer-reviewed publication per year</li> <li>• At least 50% of faculty staff are authors on at least 1 abstract per year presented at a professional or scientific meeting</li> </ul>
<p><b>3.4</b> Enhance the distinctiveness of an industry training focused MSc. program in Jordans and strengthening the faculty scholarly activity</p>	<ul style="list-style-type: none"> <li>• All MSc. students will gain an external experience via an internship program</li> <li>• Each MSC. student will publish at least one first-author peer reviewed paper under the advisor's guidance</li> <li>• Greater than 90% of the graduates will be employed within 1 year post-graduation</li> </ul>

## Strategy 4.

### Strengthen partnerships with internal and external constituencies to maximize AAU competitiveness

Al-Ahliyya Amman University Faculty of Pharmacy and Health Sciences is strengthened through its internal and external partnerships. These partnerships enhance our academic programs and our ability to serve and impact our community, health care, the student experience, and the profession. The Faculty partners with alumni, practitioners, corporations and businesses, legislative bodies, professional organizations, health agencies, foundations, and other faculty, researchers, universities, and research institutions. Internal partnerships are also developed with other academic, administrative and service units. We work to develop our students and alumni as lifelong AAUans. AAU reputation and image will be enhanced through a commitment to effective communication, lifelong learning, continuous quality improvement, and collaboration.

Goal	Expected Metric
4.1 AAU pharmacy fosters strong local, regional, national and international organizations and partners	<ul style="list-style-type: none"> <li>• Strategic long-term relationships with local and regional health facilities and public health agencies and local, regional, national and international universities and corporations are increased by at least 1 relationship per category every 2 years</li> <li>• Student attendance at national association meetings is increased by 5% each year so that 25% of students in each graduating class attends at least one national organization meeting prior to graduation</li> <li>• At least 1 formal relationship or partnership with another University program or external organization is fully evaluated and potentially developed every 2 years to enhance inter-disciplinary collaboration</li> </ul>
4.2 AAU pharmacy fosters strong and sustained relationships with alumni and preceptors	<ul style="list-style-type: none"> <li>• Current contact information is accurate for 95% of all current preceptors, 50% of alumni graduating within the last 5 years, and 25% of all graduates</li> <li>• At least 25% of preceptors participate in at least one preceptor development program each year</li> <li>• Preceptor development programs are rated at least 4.0 on a 5- point scale by preceptors</li> <li>• Alumni engagement (communication from alumni, participation in Faculty events and programs, etc.) will increase by 5% per year</li> </ul>
4.3 Communications with internal and external constituents are effective in content and dissemination	<ul style="list-style-type: none"> <li>• Communications with alumni and other external constituencies are rated at least 4.0 on a 5-point scale in terms of interest in topic, format, timeliness, and quality of information</li> <li>• Pertinent communications are disseminated to 90% of all available constituents</li> <li>• Online communications and social media utilities are accessible to all constituents and partners</li> </ul>
4.4 The AAU pharmacy brand image effectively markets and enhances the image of the pharmacy programs, the Faculty, and the University.	<ul style="list-style-type: none"> <li>• A unified AAU pharmacy brand image is developed, approved by administration and faculty, and used appropriately as the sole brand image of AAU pharmacy</li> <li>• The AAU pharmacy brand image is disseminated to all faculty, students, staff, preceptors, alumni, prospective students, and other major partners and constituents</li> <li>• At least 90% of all faculty and staff and 50% of all graduating students can effectively describe the AAU pharmacy brand image</li> <li>• At least 25% of all preceptors, prospective students, and major partners can recognize the AAU pharmacy brand image</li> <li>• The AAU pharmacy brand image is rated 4.0 on a 5-point scale by internal and external constituents as displaying a strong, desirable and professional image</li> </ul>

**Strategy 5.****Recruit, develop, retain, and support exceptional faculty and staff in fulfilling their roles and responsibilities**

Al-Ahliyya Amman University Faculty of Pharmacy will continue to have an exceptional faculty and support staff in place to train exceptional pharmacy graduates. Faculty and staff will be provided the necessary developmental and infrastructural support to ensure that they are able to best meet the evolving needs of professional students and address challenges and changes in a timely manner. Emphasis on the efficient utilization of personnel resources, recognition of exceptional achievements, and fostering a collaborative atmosphere will ensure that we are able to recruit and retain outstanding faculty and staff.

Goal	Expected Metric
<b>5.1</b> Faculty and staff are provided meaningful evaluations and other support to enhance career development planning, productivity, and retention	<ul style="list-style-type: none"> <li>• All new faculty and staff will be provided with an initial assessment and plan for development</li> <li>• All faculty and staff will undergo prospective review in a timely manner by their immediate supervisor</li> <li>• Faculty and staff retention will be enhanced so that there is no more than 15% turnover per year in any group or department</li> </ul>
<b>5.2</b> Faculty and staff are supported and provided opportunities to enhance their abilities	<ul style="list-style-type: none"> <li>• On average, at least one department and staff development opportunity (workshop, webinar, conference, etc.) will be available per month each year</li> <li>• At least 95% of faculty and 95% of staff participate in at least 1 development opportunity each year</li> <li>• Development opportunities offered in teaching /scholarship /service areas are rated, on average, at least 4.0 on a 5-point scale with respect to usefulness, quality, and availability</li> <li>• A formal mentoring system is available for all newly hired faculty, and rated at least 4.0 on a 5-point scale by faculty</li> </ul>
<b>5.3</b> Faculty and staff are rewarded for outstanding accomplishments	<ul style="list-style-type: none"> <li>• Each year, faculty and staff who demonstrate overall outstanding performance are formally recognized within the pharmacy program</li> <li>• Each year, those faculty and staff who demonstrate strong leadership and/or teamwork are formally recognized within the Faculty</li> </ul>
<b>5.4</b> Facilities, technologies, and organizational structures will support staff, students, faculty, and administrators during routine operations and emergency situations	<ul style="list-style-type: none"> <li>• Offices, classrooms, and meeting rooms are fully functional with respect to meeting the space, regulatory, and technology needs of staff, faculty, students, courses, the curriculum, faculty governance, administrative offices, and Faculty-sponsored functions</li> <li>• Courses with special elements (distance education, laboratory, etc.) have access to a fully functional classrooms</li> <li>• Students, faculty, preceptors and staff rate facilities and technology on average at least 4.0 on a 5-point scale</li> <li>• The business continuity plan is current and revised annually</li> <li>• Drills to simulate emergency situations are performed at least once a year</li> </ul>

## Strategy 6.

### Advance innovative and collaborative research by pursuing key opportunities and promoting our expertise both on and off campus

Integrate our research efforts across the Faculty and with appropriate university partners to capitalize on our programmatic strengths in precision health, drug discovery (e.g., medicinal chemistry core and pharmacokinetics core) and drug delivery (e.g., nanomedicines). Partner with university stakeholders to advance discovery, delivery, and implementation of precision health to improve medication use. Establish a regular presence in University of Al-Ahliyya Amman University and external news articles, journals and other media outlets to promote the value of our research and clinical practice and how they impact health care.

Goal	Expected Metric
<b>6.1</b> Improve National ranking by growing the School's research funding portfolio and increase the number of research-active funded investigators	<ul style="list-style-type: none"><li>• By 2023, be among top Pharmacy Faculties in the Middle East in research funding</li><li>• By 2028, be among top 100 Pharmacy Faculties in the world in research funding</li><li>• By 2023, increase research-active funded faculty to 44% active</li></ul>
<b>6.2</b> Increase the number of high impact scholarly publications by Faculty of Pharmacy	<ul style="list-style-type: none"><li>• Between 2019 &amp; 2023, the Faculty will:</li><li>• Increase No. of publications by 15%</li><li>• Increase average impact factor of journals published in by 1.5 and increase the average h-index score of faculty by 1.5</li></ul>
<b>6.3</b> Strategically develop strong relationships with healthcare sectors and schools with which AAU may partner to develop and implement exemplary interprofessional education (IPE) models	<ul style="list-style-type: none"><li>• By 2023, offer a broad range of IPE didactic and experiential activities and ensure these are adequately tracked throughout the curriculum</li><li>• By 2020, expand current AAU student organizations to include interprofessional membership, events, or experiences (as appropriate).</li><li>• By 2021, integrate technology into the IPE core in order to provide opportunities for students in various regions to take advantage of distant IPE experiences (such as transplant, oncology, etc.)</li></ul>
<b>6.4</b> Increase alumni participation and engagement in didactic coursework, experiential education, student mentoring, and research	<ul style="list-style-type: none"><li>• Increase participation and promote the visibility of alumni engagement in guest lectures, presentations, and mentoring opportunities</li></ul>
<b>6.5</b> Provide ongoing training and mentoring and a clear career path for all faculty and staff	<ul style="list-style-type: none"><li>• By 2021, a Faculty-wide training and mentoring plan and a career planning program will be developed and implemented</li></ul>
<b>6.6</b> Provide formal leadership development pathways for faculty and staff with leadership aspirations	<ul style="list-style-type: none"><li>• By 2023, all Faculty personnel with administrative aspirations will have a leadership development pathway developed</li><li>• By 2023, all Faculty personnel with administrative appointments will have participated in at least 2 internal or external leadership training activities</li></ul>