

COLLEGE OF PHARMACY

THE STRATEGIC PLAN

FOR THE PERIOD: 2018-2022

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First: Introduction

1. General Information About the College of Pharmacy – Jazan University

1.1. Structural Development of the College

The College of Pharmacy, Jazan University has come a long way since its very establishment in 2009 (Royal Decree No. 5150 / M.B dated 3/7/1429 *Hijri*, corresponding to 7/7/2008 *Gregorian*). The duration of the study at the College of Pharmacy is six years to grant the graduate the degree of pharmacist doctor (Pharm.D). The college began as part of the building dedicated to the College of Dentistry at Jazan University. Then, the educational and administrative buildings of the college were allocated in its current location. The college has played quite a significant role since in spurring an unprecedented social and economic mobility in the province.

One of the main objectives and tasks of the College of Pharmacy at Jazan University is to improve the health services provided to citizens in Jazan area in specific and in the Kingdom of Saudi Arabia in general in the field of Pharmacy. The vocational education program focuses on the graduation of male and female pharmacists with a high degree of professionalism and competence.

Pharmacy profession has changed the way from traditional drug collection and distribution to providing pharmaceutical care. The successful pharmacist is currently responsible for dealing with drug information, methods of pharmacy, patient education, and counseling and follow-up as well as cooperating with pharmaceutical companies in the modern pharmaceutical industry and conducting clinical trials on new drugs.

1.2. Location of College of Pharmacy

The College of Pharmacy is located in the north-west of the Jazan province in Al Rawda district. The buildings of the College of Pharmacy, which is called the Babgi campus, consist of two floors, which are spread over two wings. The buildings include teaching halls, meetings halls, students' services, administration offices, college members' offices and laboratories. The College of Pharmacy was expanded to the College of Nursing premises after the College moved to Jazan University new campus. Work is

underway to establish the College of Pharmacy building on the campus and the college will move to the permanent building in the near future.

The College consists of five departments: the Department of Clinical Pharmacy, Department of Pharmacology, Department of Pharmaceutics, Department of Pharmacognosy, and the Pharmaceutical Chemistry Department. The college also consists of a group of teaching staff members with academic and research experiences from prestigious international universities.

1.3. About the College Strategic Plan

In a confident and sincere way to achieve excellence and leadership in College of Pharmacy, the college team as a whole participated in the development of the new strategic plan of the college in line with the overall framework of the strategic plan of the university vision, mission, goals and objectives. The college strategic plan aspires to achieve quality in all areas and sectors and aims to adopt the academic standards to improve the quality of education and scientific research.

To meet the challenges, College of Pharmacy started to develop a strategic plan in early 2017. In a close and continuous collaboration, through a period of over eleven months, college of pharmacy Strategic Planning Committee (SPC), as well as teaching staff members and other administrative bodies of the college along with other stakeholders, worked together to evolve College of Pharmacy Strategic Plan – Vision 2021. This sets the strategic directions for the college to realize its vision and provides guidance and framework for its implementation.

The College of Pharmacy is pleased to present the College's Strategic Plan, a five-year plan (2017/2018-2021/2022) that is consistent with its goals and objectives with the 2030 vision of the Kingdom of Saudi Arabia and with the University's strategic plan. In addition to the continuous concern to adhere to the quality of academic and administrative performance through continuous self-evaluation in the framework of upgrading the academic level and scientific research and service at the national and international level.

The College of Pharmacy started with two batches, representing the first batch and second batch with total number of 240 students in the first and second semesters of the academic year 1430-1431. The College was keen to adopt a study plan accredited in American universities and the College was among the colleges of the Kingdom to apply it with its advanced scientific expertise. The college has a clear vision that focuses on graduating its students and clinical pharmacy students with the creation of an advanced academic environment and internal and external training in prestigious universities in this field. *So, increased*

payments over the years of schooling and therefore the University has to employ a larger number of staff members of both genders (male and female) including national and contractors with high experiences and qualifications to enable the College to implement its academic program effectively. The College of Pharmacy consists of total number of 1903 students (987 male students + 972 female students) in the academic year 2017-2018 / 1438-1439. The total number of teaching staff is 87 including lecturers, assistant professors, associate professors and full professors both in male and female sections.

The administrative staff of the college is currently occupying a considerable and effective position with a total number of 36 members including the Dean, Vice Dean, heads of departments, technicians and other members in different committees and supervisory units. Due to the increase of enrolled students every semester, all college facilities including all requirements of the effective application of the college program were improved during the previous three years to cope with the changes and to fulfill the aimed mission of the college.

Total Enrolled Students and Teaching Staff (Study year 2016/2017)

| Gender | Total Students Enrollment | | No. of PhD holders in Teaching Staff | | No. of Teaching Staff with Master Degree | |
|--|---------------------------|--------|--------------------------------------|--------|--|--------|
| | Saudi | Others | Saudi | Others | Saudi | Others |
| Male | 483 | Nil | 5 | 29 | 10 | 48 |
| Female | 474 | Nil | Nil | 14 | 1 | 38 |
| Total | 957 | Nil | 5 | 43 | 11 | 86 |
| Ratio of Teaching Staff Number to Total Students Number | | | | | 1:11 | |

College of pharmacy managed to graduate three batches with the total number of 146 graduates (68 male + 78 female).

2. Methodology (Plan) of Work Used

2.1. The Importance of Planning for the Institution

The culture of strategic planning is one of the most important priorities of the civil society, which wants to be among the top-ranked countries in the world culturally, economically, socially and scientifically. The College of Pharmacy at Jazan University adopts a philosophy that guides all the activities carried out by the college, whether academic, administrative, and financial or other activities, to ensure the continuous

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development of the quality of educational service to graduate candidates capable of competing in the labor market internally and externally.

This is in addition to strengthening the relationship and supporting the trust between Jazan pharmacy college and the surrounding community in the provision of services in the guidance of pharmaceutical and continuing education in addition to continuing training courses to raise the efficiency of graduates.

The College has developed a number of mechanisms that reflect its continued commitment to achieve excellence in the performance of the different groups in the college to ensure excellence and achieve comprehensive and sustainable development to promote the society scientifically, culturally and economically. The college also adopted an effective system to spread and promote quality culture so that each individual will be committed to his / her position and function in the college with a course and responsibility in achieving the desired goals.

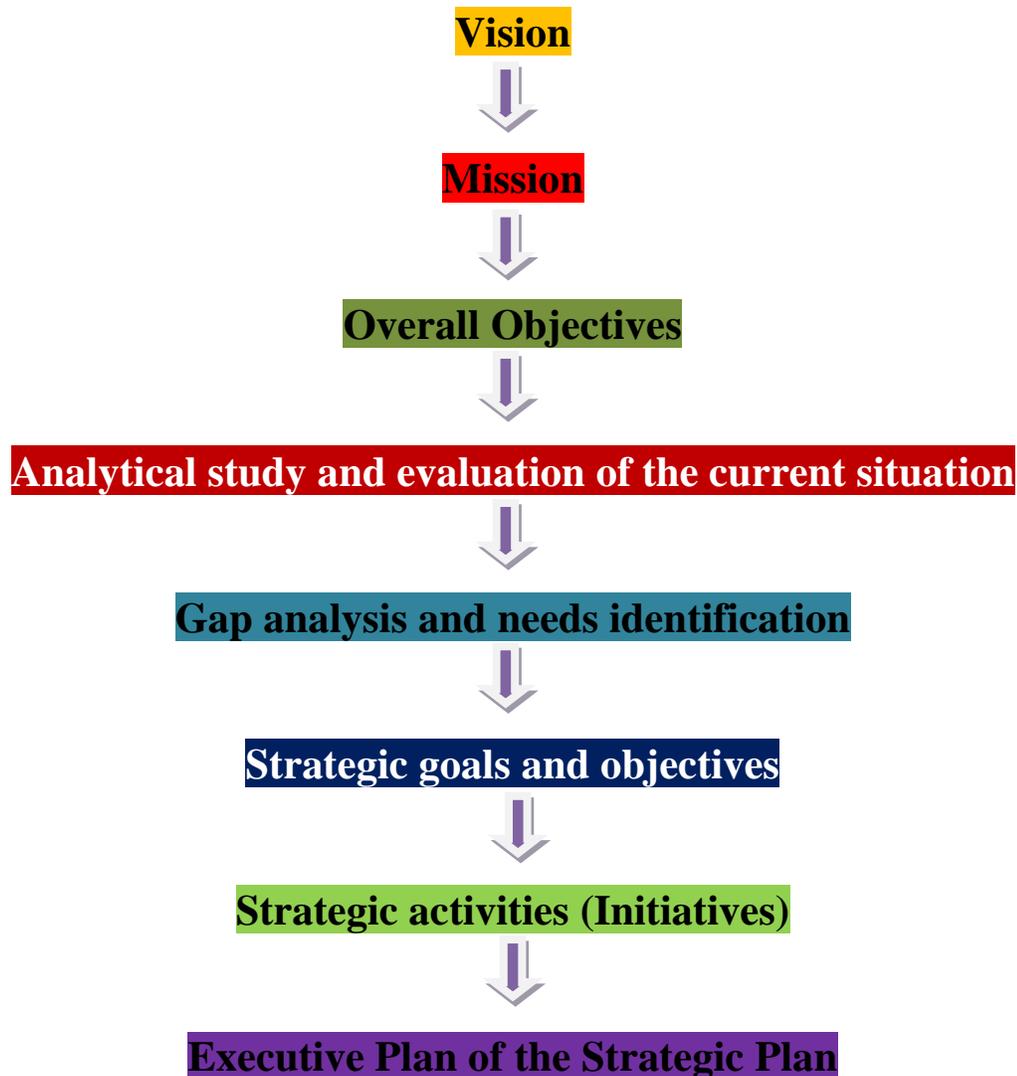
2.2. Procedures of the Strategic Plan Work

The strategic plan consists of three main phases: analyzing the current situation as a first step, and then defining the strategic objectives as a second step and finally, the path of a series of activities that lead to achieving the objectives which are as follows:

- Forming a team from the college to prepare the strategic plan
- Preparation of strategic planning work and identification of methodology and tools
- Identification of the main reference points for the preparation of the strategic plan
- Identification of strengths, weaknesses, opportunities, and threats (SWOT) to the internal and external environment (environmental analysis)
- SWOT not SWOAT data analysis on all strategic key determinants
- Extract the basic success factors that determine the profile, mission, and vision of the college
- Arranging internal panels to prepare data acquisition
- Holding several workshops to raise awareness and clarify the concept of strategic planning for members of the college community of staff and faculty members
- Holding several meetings with the leaders of the college and representatives of members of the teaching staff and beneficiaries to study matters related to strategic planning

- Compiling data and statistics within the college administration, studying the data, classifying and scheduling them, and devising the results
- Drafting the vision, mission, strategic objectives and core values of the college (college profile)
- Writing the draft strategic plan
- Designing the execution plan of the strategic plan through the repeated meetings of the Executive Committee to formulate appropriate activities and initiatives to achieve the strategic objectives
- Adoption of the strategic plan of the College Council

Basic Elements of the Strategic Plan of the College of Pharmacy - Jazan University



2.3. References for the preparation of the Strategic Plan

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1. Standards of National Commission for Academic Accreditation and Assessment, version June 2017.
2. Quality Assurance and Academic Accreditation Guide of National Commission for Academic Accreditation and Assessment, June 2017.
3. Link to the strategic plan of Jazan University.

The strategic plan of the University coincides with the College's preparation of its Strategic Plan. The College is keen to find the link between the two plans in terms of:

- Vision and Mission of Jazan University, which have been consistent with those chosen by the college for the coming period.
 - The goals and strategic objectives of Jazan University also coincided with the goals and objectives of the college of pharmacy.
4. The college's annual reports for the last 2 years and the college's self-study file.

3. Previous studies

Jazan University has come a long way since its very establishment in 2006 (Royal Decree No. 6616/M/B, dated 12/5/1426 Hijri, corresponding to 19/6/2005 Gregorian). It has also played quite a significant role since in spurring an unprecedented social and economic mobility in the province. To meet the challenges thereof, the University started to develop a strategic plan in early 2013. In a close and continuous collaboration, through a period of over six months, the Jazan University Strategic Planning Committee (SPC) and SRI International along with other stakeholders worked together to evolve the JU Strategic Plan – Vision 2020. This sets the strategic directions for the University to realize its vision, and provides guidance and framework for its implementation.

The College of Pharmacy has followed the way and strategy as the way and strategy of the university in developing its strategic plan. The hoped-for role of the college of pharmacy in the achievement of the vision and mission of the University is clear through its strategic plan for the next five years, which took into account the support of the University with all the efforts and possibilities for the university to obtain institutional accreditation in solidarity with the obtainment of the College of Pharmacy the Pharm.D program accreditation.

Link Matrix: Explaining the correlation between the university and college strategy

| Faculty Strategic | University Strategic Goals | Link areas |
|-------------------|----------------------------|------------|
|-------------------|----------------------------|------------|

| Goals | | |
|---|---|---|
| Goal 1: Improve the Pharm.D program of the Faculty to align with KSA Education Vision 2030 | <ul style="list-style-type: none"> - Strategic Goal 7: Require the use of world-class methods and technologies in teaching and learning - Strategic Goal 13: Establish academic units (departments or technical schools) in key fields of importance to the region and the Kingdom such as agriculture, fisheries, tourism management, etc. - Strategic Goal 14: Engage industry and potential employers in curriculum development | The first goal of the College is consistent with each of the seventh, thirteenth and fourteenth goals of the University |
| Goal 2: Develop a comprehensive system to recruit competent academic staff | <ul style="list-style-type: none"> - Strategic Goal 11: Develop a comprehensive system to recruit, evaluate, and reward faculty - Strategic Goal 3: Develop formal job descriptions and informal performance expectations of all university officials and staff | A total match between the second goal of the college and the eleventh goal of the university. Also, large matching between the goal of the faculty and the third goal of the university |
| Goal 3: Provide high-quality teaching technologies and suitable learning environment | <ul style="list-style-type: none"> - Strategic Goal 1: Complete campus infrastructure (new campus, upgrades on remote campuses) - Strategic Goal 6: Demand increased preparation from incoming students and increased performance from existing students - Strategic Goal 7: Require the use of world-class methods and technologies in teaching and learning | The implicit and actual match between the goals |
| Goal 4: Improve the student evaluation system | Strategic Goal 6: Demand increased preparation from incoming students and increased performance from existing students | Implicit matching to a large extent |
| Goal 5: Develop an effective practice of pharmacy | <p>Strategic Goal 4: Build a shared university culture through transparency and communication within the university’s hierarchy and across campuses, schools, and academic disciplines</p> <p>Strategic Goal 15: Invest heavily in academic and research units of regional or national importance, such as engineering, medical sciences, tropical medicine, and environmental studies</p> | Implicit matching to a large extent |
| Goal 6: Enhance the participation in community services | <p>Strategic Goal 4: Build a shared university culture through transparency and communication within the university’s hierarchy and across campuses, schools, and academic disciplines</p> <p>Strategic Goal 15: Invest heavily in academic and research units of regional or national importance, such as engineering, medical sciences, tropical medicine, and environmental studies</p> | Implicit matching to a large extent, investment and communication between faculty & community will enrich the program development |
| Goal 7: Establish distinguished research and postgraduate programs | Strategic Goal 1: Complete campus infrastructure (new campus, upgrades on remote campuses) | Implicit matching to a large extent, campus infrastructure is essential for postgraduate studies. |
| Goal 8: Establish scientific collaborations at national, regional and international levels | Strategic Goal 10: Encourage international studies, international partnerships, and international research agendas | Implicit matching to a large extent |
| Goal 9: Foster independent thinking and innovations to attract sponsors | Strategic Goal 9: Foster a culture of independent thinking, innovation, and entrepreneurship among students and faculty | Complete matching between the two goals |

Second: Environmental Analysis

The methodology used to analyze the current situation both internally and externally has been based on the common methodology of quadratic environmental analysis to determine:

- Strength points
- Weaknesses points
- Opportunities
- Threats

| Harms | Assistance | Affecting Factors |
|--------------------------------|---------------------------------|----------------------|
| W Weaknesses ضعف | S Strengths قوة | Internal Environment |
| T Threats تهديدات خارجية | O Opportunities فرص متاحة | External Environment |

2.1. Analysis of the internal environment of the college

The methodology used in the analysis was based on the strengths and weaknesses of the internal environment. This analysis was based on the eleven criteria established by the National Commission for Quality Assurance of Education in accordance with the guide issued by the Commission in June 2017 for accreditation of higher education institutions.

2.2. Analysis of the external environment of the college

This included studying the effect of the group of external factors that may have a role in the future in changing the external conditions surrounding the college and therefore some of the expected variables may represent threats or opportunities for the college to be utilized. The analysis of the external environment of the college was based on a series of external factors, including:

- Stakeholders (Beneficiaries)
- Competitors
- Trends in the labour market
- Laws and regulations
- Economic factors
- Social factors

SWOAT Analysis

For the purpose of identification of factors that may affect the desired future outcomes of our faculty, we have accomplished the SWOT analyses taking into consideration the following:

1. Situational analysis
2. Feedback from Faculty members and Students
3. Feedback from Stakeholders (from university)
4. The first draft of Self Study Reports (SSR)
5. Faculty Annual Report (AR)
6. Advisements and reports of internal reviewers.

Together with the strengths and weaknesses we have specified the threats and opportunities that may exist casually so that we can avoid the threats and convert opportunities into strengths through executing the 5 years strategic plan of the Faculty of Pharmacy at Jazan University. The recognition of the objectives of the faculty program and identification of the factors that are either positively or negatively affecting these objectives are considered as the frequent requisite to develop the strategic plan. SWOAT analysis is the vital tool for this process.

1. Education and Training

| STRENGTHS | WEAKNESSES |
|--|---|
| <ul style="list-style-type: none"> - Small class size (20-25) in Pharm D program - The male and female sections are semi equivalent in most standards in program delivery, including teaching and assessment strategies to achieve program objectives. - Teaching staff has appropriate qualification and experience for the courses they teach. - Most of the staff members are actively involved in research. - Generous governmental scholarships for Saudi nationals for postgraduate studies in western countries. - There is optimum recruiting and retention of competent faculty in most of the departments. - College has structured training and assessment program for semi-final student in the internship program that is offered to the students before graduation as essential requirement for students to graduate. | <ul style="list-style-type: none"> - Student and faculty ratio is not optimum according to NCAAA guidelines - Inadequate English preparation of students in the preparatory year. - Most of the text books are not available for the students due to Lack of readiness of the Library of the College. - The college faces some problems in recruiting optimum number and qualified faculty in the areas of needed expertise i.e. in clinical pharmacy, pharmacology, and pharmaceuticals. - Standards of student achievement are needed to be benchmarked with national and international institutions. - University hospital is not yet available for clinical training. - Faculty development program needs to be strengthened. - At present the college does not offer postgraduate program. - Student dissatisfaction with some subjects/study fields. |
| THREATS | OPPORTUNITIES |
| <ul style="list-style-type: none"> - Many colleges of Pharmacy are present in the region (Najran, Abha) and new colleges of pharmacy may be opened/inaugurated in the region, particularly in Khamis Meshait, which may attract students having | <ul style="list-style-type: none"> - The appointment of our alumni in the hospital will facilitate the training. - Several tertiary care hospitals are located in close vicinity of the |

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| <p>good grades.</p> <ul style="list-style-type: none"> - Retention of competent faculty may be problem in future. - Limitation in recruitment of male and female clinical faculty. - Other institutions located in big cities of the Kingdom may attract competent expatriate faculty members. - Lack of planning by the MOH authorities for placement of Pharm. D graduates in appropriate positions in the hospitals, may have negative effect on students motivation. - Shortage of clinical pharmacists in the Kingdom. | <p>college where students can be sent for training and clerkships.</p> <ul style="list-style-type: none"> - Currently there are no other pharmacy colleges in Jazan province, the college has the opportunity to make formal contracts with tertiary care hospitals in the region for 4-6 years, till establishment of University hospital. - The college may appoint qualified Clinical Pharmacists working in the hospital. - Contact with international universities for new curriculum. |
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2. Administration

| STRENGTHS | WEAKNESSES |
|--|---|
| <ul style="list-style-type: none"> - Responsibilities of the Dean, Vice Dean and faculty members are well defined with a known chain of command. - All faculty members serve in different committees and thus are involved in smooth management of the program. - University encourages all the staff members to actively participate in different workshops, conferences, seminars for the professional and personal development. - Teaching staff are fully involved in planning, conducting and reporting back to admin. - Different college committees and departments meet periodically and provide feedback, advice and support for the smooth running of the program. - Generous governmental scholarships for Saudi nationals to do postgraduate studies in western countries. | <ul style="list-style-type: none"> - Departmental Standard Operating Procedures (SOPs), job description for all academic and technical staff needs to be developed and activated. - There is need to develop risk management plan with appropriate mechanism for risk assessment and minimization. - Detailed terms of reference/Standard Operational Procedures and Policies for each committee do not exist. - Secretarial assistance is not available particularly in academic departments, training and quality assurance units. - Complete and permanent infrastructure is not available at the moment. |
| THREATS | OPPORTUNITIES |
| <ul style="list-style-type: none"> - With new opportunities arising in the Kingdom in the field of Pharmacy education, hiring and retention of competitive administrative staff may pose problems in future. | <ul style="list-style-type: none"> - New building can open gateways to hiring more staff and new opportunities in the field of teaching and learning, research and community engagement. |

3. Quality Management

| STRENGTHS | WEAKNESSES |
|---|---|
| <ul style="list-style-type: none"> - The college has established a quality unit to control the whole process and to ensure continuing improvement in performance. - The standards of quality assurance were disseminated among the students and nonacademic staff through many lectures and workshops. - The college has started the self-assessment process during the academic year (2016/2017) with full participation of faculty and staff. One self-study report SSR has been completed in this year (i.e. 2018). - Academic supervision unit together with quality unit maintain paper and electronic course files that include materials, specifications, time tables, student results, evaluations, and reports for all taught courses. | <ul style="list-style-type: none"> - Quality team and committee members are not enough aware with the different tasks of quality practice. - Limited infrastructures of QU, in terms of staff and support services. - Institutional and departmental policies and procedures need to be developed for better quality assurance. - Some of the students are not well oriented/does not show interest for filling out various survey forms. - Assessment policy for Internal Quality management needs to be implemented. |
| THREATS | OPPORTUNITIES |
| <ul style="list-style-type: none"> - Inability to benchmark various standards of quality assurance with those of similar national and international programs. - Inability to perform complete external comparisons to finalize SSPR and annual program report (APR). | <ul style="list-style-type: none"> - An opportunity to get accredited with national and international accreditation agencies, which will verify quality of our quality assurance process. - A good quality assurance system paves the way to external collaboration and to participate in international projects. - Graduates from an accredited institution will be widely accepted nationally and internationally for jobs, graduate programs and residency program. |

4. Community Engagement

| STRENGTHS | WEAKNESSES |
|---|--|
| <ul style="list-style-type: none"> - The college organizes lectures for the community to educate the general public on regular basis (schools, jail, community centers, and students' dormitories). - Students are involved in community services, like | <ul style="list-style-type: none"> - The college needs to develop a formal community engagement policy and plan in terms of community service, service learning and participatory research. - The college needs to develop policy to stay in contact |

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| <p>activities in popular place such as malls, hospitals and gardens with faculty.</p> <ul style="list-style-type: none"> - College has some collaboration with some community pharmacies. | <p>with its alumni and have long-term plans to address community needs.</p> <ul style="list-style-type: none"> - The faculty needs to be motivated to engage in Community-based research projects. <p>5. College needs to establish continuing professional development program for the health teams working in the community pharmacies.</p> <p>6. To enhance qualification of professional community, the Pharmacy technicians should be studied and upgraded to have a Pharm. D certificate.</p> |
| <p>THREATS</p> | <p>OPPORTUNITIES</p> |
| <ul style="list-style-type: none"> - Inadequate awareness among local population and professional community about the role of clinical pharmacists in health care system. - Resistance by health care professionals or basic hospital pharmacy staff may affect the college plan for provision of Clinical Pharmacy Services to the community. | <ul style="list-style-type: none"> - Opportunities of bilateral collaboration with local, national and international community in areas of service learning, and collaborative research. - Opportunity to increase bilateral collaborations with community pharmacies for training of our students and for provision of counseling services to the community. - Track and maintain contact with the College alumni for a deeper penetration into the community |

5. Research

| <p>STRENGTHS</p> | <p>WEAKNESSES</p> |
|---|---|
| <ul style="list-style-type: none"> - Despite limited research facilities, most of the faculty members of the college have secured research funding from University. - The college faculty publishes their research findings in peer reviewed journals. - Small grants for student research (Future Scientists) are utilized by the college faculty to train undergraduate students by actively involving them in research. - Availability of one research laboratory which help staff to conduct their experiment and this facilitates publication. - Incentives are offered by the University for the | <ul style="list-style-type: none"> - Lack of college library which is under establishment in order to access to a large number of periodicals and scientific literature through the University library. - The temporary research laboratory space is not sufficient to carry out the research by all the staff members. - Animal house and cell culture facility is not available in the campus to carry out the in vivo experiments. - Limited number of lab technicians and no research assistant to operate different research instruments. - Currently the college does not offer a graduate program where along with the course work the students are involved in research. |

| | |
|---|---|
| Faculty involved in research. | |
| THREATS | OPPORTUNITIES |
| <ul style="list-style-type: none"> - Supply of chemicals and materials takes longer time to arrive to research points. - Proper after-sale services available for the research equipment are not up to the mark. - It may take longer time to setup the infrastructure for scientific research than expected time. | <ul style="list-style-type: none"> - Funds available from the University such as Scientific Research Program (SRP) as well as external sources such as King Abdul-Aziz City for Science and Technology (KACST) for various research fields. - Government taking a lot of initiatives and providing lucrative benefits to researchers in different fields of health sciences. - University has a plan to support collaborative research with international research institutes. - Opportunities to do collaborative research with hospitals and pharmaceutical industry in the area. |

Third: College Vision, Mission, and Values

In a short period of time, the Faculty of Pharmacy at Jazan University has established a reputation for innovation and creativity in its approach to pharmacy education and research. We aspire to be “excellent and distinguished in pharmaceutical care,” and this is reflected in our mission, vision and values.

Vision of the College

Our vision is to effectively participate in the transformative change based on KSA 2030 vision in development and use of medication for the improvement of pharmaceutical care in particular and health care in general.

Mission of the College

Our mission is to impart high quality pharmaceutical education for building up competent and skilled professionals, produce highly significant scientific research in pharmaceutical fields and effectively participate in community services and community development both in Jazan Province as well as in the Kingdom.

Strategic Goals of Faculty of Pharmacy

1. Improve the program to align with KSA Education Vision 2030.
2. Develop a comprehensive system to recruit competent academic staffs.
3. Provide high quality teaching and learning environment.
4. Improve the student evaluation system.
5. Develop an effective practice of pharmacy.
6. Enhance the participation in community services.
7. Establish distinguished research and postgraduate programs.
8. Establish scientific collaborations at national, regional and international levels.
9. Foster independent thinking and innovations to attract sponsors.

Values of College of Pharmacy

College of Pharmacy at Jazan University has adopted values that are not only derived from the Saudi culture, but which are also in accordance with the concurrent global academic standards and norms. These values evolve around age-old virtues that inspire us to conduct ourselves in a manner benefitting human civility and individual freedom. The faculty intends to transpire in its wards intellectual acumen, integrity, honesty, transparency, accountability, freedom of thought, and affiliation. Other values that the faculty intends to inculcate are respect, fairness, diversity, committed citizenship and service to the community.

1. **Leadership at all levels**
2. **Quality and excellence, including commitments to critical inquiry, students' success, professionalism, interdisciplinary study, and innovation**
3. **Integrity, including honesty, transparency, and accountability**
4. **Freedom of individual and thought**
5. **Affiliation**
6. **Respect, fairness, and diversity**
7. **Sincere Citizenship and service to the community**

Fourth: College of Pharmacy Strategic Goals & Objectives

Strategic Goal 1: Improve the program to align with KSA Education Vision 2030

Objectives

1.1 Review and update the curriculum of Pharm. D program to meet the requirements of Kingdom's Vision 2030.

To achieve this objective, we will pursue the following actions and strategies:

1.1.1 Establish a Pharm.D program curriculum committee comprising of members from all academic departments to process improvement of current curriculum.

1.1.2 The Pharm.D program curriculum committee members should be conversant to Kingdom's Vision 2030, especially for high education and promising jobs for competent pharmacists.

1.1.3 Involve essential external stakeholders to improve the Pharm.D program's curriculum.

1.2 Prepare students to be able to work in promising jobs at different related sectors.

To achieve this objective, we will pursue the following actions and strategies:

1.2.1 Extend and improve the current internship orientation plan to cover most of the roles in different sectors such as hospitals, community pharmacy, academia and pharmaceutical industries.

1.2.2 Organize a series of visits for students to related business and government sectors.

Strategic Goal 2: Develop a comprehensive system to recruit competent academic staff

Objectives

2.1 Make a committee consisting of experienced academic staff from each discipline to avoid individual decision.

To achieve this objective, we will pursue the following actions and strategies:

2.1.1 Advise the recruitment unit to establish the recruitment committee to evaluate the profile, shortlist and interview the applicants.

2.2 Attract talented and highly competent workforce and build a team of acclaimed teachers and researchers.

To achieve this objective, we will pursue the following actions and strategies:

2.2.1 Build a database about the distinguished academic staff in pharmacy colleges around the world who could be interested to work in Jazan University.

2.2.2 Revise the certificates of the current academic staff and gradually replace the non-specialists with specialized candidates to improve the quality of teaching.

Strategic Goal 3: Provide high quality teaching and learning environment

Objectives

3.1 Evaluate the current teaching and learning environment in the college of pharmacy campus.

To achieve this objective, we will pursue the following actions and strategies:

3.1.1 Collect the information (international standards) about the proper teaching and learning environment in various Pharm. D schools around the world.

3.1.2 Update the current teaching and learning environment to meet the international standards.

3.2 Develop a simulation professional education system that provides a strong student preparation in different pharmaceutical fields.

To achieve this objective, we will pursue the following actions and strategies:

3.2.1 Conduct a survey about the most applied simulation professional education models in Pharm D programs.

3.2.2 Evaluate which of the most applied simulation professional education model can be established in the Faculty of Pharmacy, Jazan University.

3.2.3 Establish the selected simulation professional education models.

3.3 Develop a curriculum that encourages the interaction of students and faculty members.

To achieve this objective, we will pursue the following actions and strategies:

3.3.1 Improve the curriculum to involve the students in research activities and allow them to select their supervisors among the academic staff within the faculty.

3.4: Promote standard evidence-based practices in teaching and learning.

To achieve this objective, we will pursue the following actions and strategies:

3.4.1 Conduct workshops on regular basis about standard evidence-based practices in teaching and learning for the academic staffs.

3.5 Regularly update the existing technology or replace with new technology that support education, training and administrative needs.

To achieve this objective, we will pursue the following actions and strategies:

3.5.1 Evaluate the currently used technologies for teaching and training and supporting the administrative work based on the updated technologies.

3.5.2 Gradually replace the existing technologies with the highly efficient techniques.

3.6 Accelerate moral, professional and intellectual development of students.

To achieve this objective, we will pursue the following actions and strategies:

3.6.1 Encourage the students to attend workshops or training programs within or outside the university about the development of personal skills.

3.6.2 Regularly conduct workshops in the faculty about important personal skills and how to implement them on undergraduate Pharm. D students.

3.7 Develop a world-class infrastructure, facility and environment in the college that promote high quality teaching and learning.

To achieve this objective, we will pursue the following actions and strategies:

3.7.1 Properly use the existing infrastructure of the rented building.

3.7.2 Follow up with the Higher Authorities about the progress in construction work and status of the new pharmacy college building with world-class infrastructure.

Strategic Goal 4: Improve the student evaluation system

Objectives

4.1 Create a student evaluation committee of at least five members, comprising of one member from each department to revise and improve the current student evaluation system.

To achieve this objective, we will pursue the following actions and strategies:

4.1.1 Select the committee members based on their experience on the current and other student evaluation systems.

4.1.2 Revise and improve the current student evaluation system based on the subject learning outcomes.

4.1.3 Revise and improve the student internship evaluation system to meet the international standards of Pharm. D internship program.

Strategic Goal 5: Develop an effective practice of pharmacy

Objectives

5.1 Prepare the students to be leader in patient-centered practice of pharmacy by providing them high quality education and training of clinical pharmacy.

To achieve this objective, we will pursue the following actions and strategies:

5.1.1 Implement an intensive training program for students in the hospital rotations with special emphasis on improving their inter-personal and communication skills, in order to provide hands on training to them and be better equipped for patient-centered practice of pharmacy.

5.2 Establish the connection between the knowledge and practice of clinical pharmacy by strengthening the training of students in hospitals and other health care systems during their internship.

To achieve this objective, we will pursue the following actions and strategies:

5.2.1 Expand the current student training rotations to provide a proper platform to cover the acquired theoretical knowledge during the five years of intense studies in the college.

5.2.2 Develop a proper method to select well trained preceptors in training places.

5.3 Develop the student's ability and attitude to work with other health professionals to promote the team delivered health care.

To achieve this objective, we will pursue the following actions and strategies:

5.3.1 Conduct a workshop on “effective team work to deliver health care” for the students of tenth level and those ready for training.

5.4 Develop the policy to improve the recognition and value of pharmacists in the modern health care systems.

To achieve this objective, we will pursue the following actions and strategies:

5.4.1 Establish an effective interaction between students and senior pharmacists by means of seminars, symposiums and other interactive sessions to understand the core values, policies, principles and procedures of working as a Pharmacist and their role in different health sectors.

Strategic Goal 6: Enhance the participation in community services

Objectives

6.1 Align the faculty community services with the public service mission of Jazan University and Kingdom's Vision 2030.

To achieve this objective, we will pursue the following actions and strategies:

6.1.1 Conduct a survey on the actual need and presently applicable pharmaceutical services for the community in Jazan.

6.1.2 Prepare proposals for all pharmaceutical services that can be organized by the members of the faculty.

6.1.3 Contact with the relevant authorities to negotiate with regional or national sponsors to support the activities.

6.2 Enhance the participation of students and/or faculty in the community health care services and professional organizations.

6.2.1 Develop a new system in the faculty to encourage the participation of students and/or faculty in the community health care services and professional organizations.

Strategic Goal 7: Establish distinguished postgraduate programs

Objectives

7.1 Create a team of experienced faculty members to identify the requirements and prepare a plan to initiate postgraduate programs in each existing disciplines (Clinical Pharmacy, Pharmaceutical Chemistry, Pharmacology & Toxicology and Pharmaceutics).

To achieve this objective, we will pursue the following actions and strategies:

7.1.1 Construct a 5 member active committee and direct them to fulfill the tasks.

7.1.2 Collect the prepared plan of initiation of the program for further steps.

7.2 Contact health care professionals in hospitals and pharmaceutical industries and other relevant organizations to discuss and design the best curriculum.

To achieve this objective, we will pursue the following actions and strategies:

7.2.1 Held periodical meetings with appointed individuals to discuss and design the curriculum

7.2.2 Submit the proposal along with program details and curriculum to Jazan University for approval.

7.2.3 Develop necessary infrastructure and facilities.

Strategic Goal 8: Establish scientific collaborations at regional, national and international levels

Objectives

8.1 Review the existing national and international collaborations for continuity and sustainability.

To achieve this objective, we will pursue the following actions and strategies:

8.1.1 Evaluate the existing collaborations considering the benefits of students and faculties.

8.1.2 Develop guidelines for establishing continuous and sustainable national and international collaborations.

8.2 Develop collaboration with health care organizations and pharmaceutical industries and expand the opportunity for students to gain more practical experience which will be beneficial for their future endeavor.

To achieve this objective, we will pursue the following actions and strategies:

8.2.1 Prepare a database of healthcare and pharmaceutical sectors such as community pharmacy, pharmaceutical industries and Saudi Food and Drug Administration (SFDA), which could provide training to our students.

8.2.2 Establish new student training collaborations considering the plan of the government toward the new job places at private sectors such as community pharmacy, pharmaceutical industries, and quality control units for Saudi Pharmacists.

8.3 Promote the participation of students and faculty in entrepreneurial clinical service activities on behalf of the college.

To achieve this objective, we will pursue the following actions and strategies:

8.3.1 Encourage the assistant teachers in the clinical pharmacy department to join one of the national or international distinguished clinical pharmacy fellowships to support (in future) conducting the faculty plans for clinical pharmacy services and training.

8.3.2 Urge all academic staff members to apply for professional classification and registration license in related pharmacy fields from Saudi Commission for Health Specialties to be able to participate in clinical pharmacy and pharmaceutical services in different healthcare systems such as hospitals, primary health cares, and community pharmacies.

8.4 Develop exchange programs (among staffs or students) with universities inside as well as outside the country, government agencies, companies and other relevant sectors.

To achieve this objective, we will pursue the following actions and strategies:

8.4.1 Prepare a list of helpful exchange programs with distinguished partners to further improve the required skills and experiences of staff members and students.

8.4.2 Prepare guidelines to establish successful exchange programs with interesting partners.

8.4.3 Gradually establish the selected important exchange programs for students as well as staff members.

8.5 Create an environment of collegiality and openness that facilitate the collaborations within Jazan University.

To achieve this objective, we will pursue the following actions and strategies:

8.5.1 Encourage the academic staff to create or participate in a research group of multidisciplinary members of Jazan University.

8.5.2 Upload and update all necessary information about the faculty and the available staff members in the faculty website to help other faculties to find enough information for a proper collaboration decision.

Strategic Goal 9: Foster independent thinking and innovations to attract sponsors

Objectives

9.1 Develop a policy that encourages the staff members to involve in research activities and in seeking new grants and contracts.

To achieve this objective, we will pursue the following actions and strategies:

9.1.1 Improve the staff evaluation model to consider the research activities as one of the main standard with at least 25% of the total weightage.

9.1.2 Establish multidisciplinary research laboratories to support the members of all departments.

9.1.3 Urge all academic staff members to participate in official seeking research grants.

9.1.4 Reward the researchers in a fair competition research environment based on the number of publications per year in ISI journals and their impact factors.

9.1.5 Provide recognition to individuals for high quality research by issuing honorary certificate of the “Researcher of the Year”

9.2 Increase student engagement in research activities through student project and future scientist programs.

To achieve this objective, we will pursue the following actions and strategies:

9.2.1 Improve the syllabus of the research paper subject to involve the students in research activities within the faculty departments.

9.2.2 Increase the number of participated students to be at least five in each project for future scientist program.

9.3 Identify and develop the financial resources through collaborations and partnerships with other organizations to pledge funding stability and continuity.

To achieve this objective, we will pursue the following actions and strategies:

9.3.1 Prepare a platform of important research areas for government, community and business sectors.

9.3.2 Encourage the academic staff members to prepare research proposals in the identified important research areas.

9.3.3 Establish collaboration with the institute of research and consulting services at Jazan University to submit the research proposal to related sponsors and help in writing a memorandum of understanding with the sponsor.

9.4 Conduct conferences, workshops, symposia and training programs in the field of pharmaceutical sciences and invite sponsors for funding.

To achieve this objective, we will pursue the following actions and strategies:

9.4.1 Identify the topics in pharmaceutical sciences in which the research groups have enough working experiences.

9.4.2 Conduct a comprehensive conference on the identified research topics.

9.4.3 Prepare a system to invite different sponsors interested in the event topics.

9.4.4 Identify the medical areas for pharmacists which are recognized by Saudi Commission for Health Specialties.

9.4.5 Get approvals from Saudi Commission for Health Specialties to accredit the activities.

9.4.6 Conduct several workshops, symposia and training programs to cover the required credit hours by Saudi Commission for Health Specialties for pharmacists and technician pharmacists.

FIFTH: EXECUTIVE PLAN OF THE STRATEGIC PLAN

| Strategic Goals ↓ Objectives ↓ Initiatives | Time Frame | | Responsibility | Accountability | Risk Level / Priority | KPI's | Deliverable | Stakeholders | |
|---|--|---------|----------------|---|-----------------------|------------|--|---|--|
| | Start | End | | | | | | | |
| Strategic Goal 1: “Improve the Pharm.D program of the Faculty to align with KSA Education Vision 2030” | | | | | | | | | |
| Objec. 1 | Review and update the curriculum of Pharm.D program to meet the requirements of Kingdom’s Vision 2030. | | | | | | | | |
| Initiatives | Establish a Pharm.D program curriculum committee comprising of members from all academic departments to process improvement of current curriculum. | 12/2017 | 12/2017 | Higher studies and scientific research unit, Quality unit | Dean , Vice Dean | Low / High | Document of decision made by authority | Office order, circulars, published minutes of meetings, email, phone, etc | Faculty staff and postgraduate students |
| | Activate the Pharm.D program curriculum committee members to be conversant to Kingdom’s Vision 2030, especially for high education and promising jobs for competent pharmacists. | 12/2017 | 5/2019 | Quality unit, Vice Dean | Dean | Low / High | Comparative reports from committee members | Office order, circulars, published minutes of meetings, email, phone, etc | Faculty staff , postgraduate students and pharmaceutical sectors |
| | Involve important external stakeholders to improve the Pharm D program’s curriculum. | 12/2017 | 5/2019 | Vice Dean, Quality unit | Dean | Low / High | Periodic minutes of meetings | Office order, circulars, published minutes of meetings, email, phone, etc | Representatives of pharmaceutical community, Students, Staff |
| Objec. 2 | Prepare students to be able to work in promising jobs at different related sectors. | | | | | | | | |

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|---|---|-------------------|------------|--|-------------------------|------------------------------|---|---|---------------------------------------|
| Initiatives | Extend and improve the current internship orientation plan to cover most of the roles in different sectors such as hospitals, community pharmacy, academia and pharmaceutical industries. | 12/2017 | 5/2018 | Clinical Affairs and Training Unit, Quality Unit | Dean, Vice Dean | Low / High | Number of industrial training activities organized annually/ Increase in graduates employment rate | Office order, circulars, published minutes of meetings, email, phone, etc | Internship students, clinical sectors |
| | Organize a series of visits for students to related business and government sectors. | 12/2017 | 12/2021 | Clinical Affairs and Training Unit | Vice Dean, Quality Unit | Low / High | Number of visits per semester / Number of reports of visits | Office order, circulars, published minutes of meetings, email, phone, etc | Internship students, clinical sectors |
| ↓ Objectives ↓ Initiatives | | Time Frame | | Responsibility | Accountability | Risk Level / Priority | KPI's | Deliverable | Stakeholders |
| | | Start | End | | | | | | |

Strategic Goal 2: Develop a comprehensive system to recruit competent academic staff

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| Objec. 1 | Make a committee consisting of experienced academic staff from each discipline to avoid individual decision. |
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|--------------------|---|---------|---------|--------------------------------|--|------------|---|---|--|
| Initiatives | Advise the recruitment unit to establish the recruitment committee to evaluate the profile, shortlist and interview the applicants. | 12/2017 | 5/2018 | Vice Dean | Dean, Supervisor for Quality and Academic Development and Management | Low / High | Document of decision made by authority | Office order, circulars, published minutes of meetings, email, phone, etc | Students, all different clinical sectors |
| Objec. 2 | Attract talented and highly competent workforce and build a team of acclaimed teachers and researchers. | | | | | | | | |
| Initiatives | Build a database about the distinguished academic staff in pharmacy colleges around the world who could be interested to work in | 5/2018 | 12/2020 | Recruitment Unit, Quality Unit | Dean, Vice Dean | Low / High | Data from database telling about the targeted staff | Office order, circulars, published minutes of meetings, | Students, pharmaceutical companies, clinical sectors |

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| | Jazan University. | | | | | | | email, phone, etc | |
| | Revise the certificates of the current staff and gradually replace the non-specialists with specialized Candidates to improve the quality of teaching. | 9/2017 | 5/2018 | Recruitment Unit, Recruitment committee | Dean, Vice Dean, Quality Unit | Low / High | Reports showing detailed information about updated qualification of staff | Office order, circulars, published minutes of meetings, email, phone, etc | Students, staff, different clinical sectors |
| | ↓ Objectives ↓ Initiatives | Time Frame | | Responsibility | Accountability | Risk Level / Priority | KPI's | Deliverable | Stakeholder S |
| | Start | End | | | | | | | |
| Strategic Goal 3: Provide high quality teaching and learning environment | | | | | | | | | |
| Objec. 1 | Evaluate the current teaching and learning environment in the college of pharmacy campus. | | | | | | | | |
| Initiatives | Collect the information (international standards) about the proper teaching and learning environment in various Pharm.D schools around the world. | 9/2017 | 12/2020 | Teaching & learning unit, Quality unit | Dean, Vice Dean, Supervisor for Quality and Academic Development and Management | Low / High | Collected documents and reports | Office order, circulars, published minutes of meetings, email, phone, etc | Faculty Staff, students |
| | Update the current teaching and learning environment to meet the international standards. | 9/2017 | 12/2021 | Vice Dean, Teaching & learning unit, Quality unit | Vice Dean | Low / High | Actual components of good learning environment | Office order, circulars, published minutes of meetings, email, phone, etc | Faculty Staff, students |
| Objec. 2 | Develop a simulation professional education system that provides a strong student preparation in different pharmaceutical fields. | | | | | | | | |
| Initiatives | Conduct a survey about the most applied simulation professional education models in Pharm.D programs. | 9/2017 | 5/2019 | Teaching & Learning unit, Quality unit | Dean, Vice Dean | Low / High | Outcomes of the survey in terms of reports & statistical data | Office order, circulars, published minutes of meetings, email, phone, etc | Faculty Staff, students |

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| | Evaluate which of the most applied simulation professional education models can be established in the Faculty of Pharmacy, Jazan University. | 9/2018 | 12/2022 | Teaching & learning unit, Quality unit | Dean, Vice Dean | Low / High | A report about the suitable models that fit to the faculty | Office order, circulars, published minutes of meetings, email, phone, etc | Dean, Faculty Staff, students |
| | Establish the selected simulation professional education models. | 9/2018 | 12/2022 | Teaching & learning unit, Quality unit | Dean, Vice Dean, Supervisor for Quality and Academic Development and Management | Low / High | Outcomes from learning through simulation by students assessment | Office order, circulars, published minutes of meetings, email, phone, etc | Faculty students |
| Objec. 3 | Develop a curriculum that encourages the interaction of students and faculty members. | | | | | | | | |
| Initiatives | Improve the curriculum to involve the students in research activities and allow them to select their supervisors among the academic staff within the faculty. | 9/2017 | 12/2022 | Curriculum Development Committee, faculty staff | Dean, Vice Dean | Low / High | Ratio of No. of students involved in research to the No. of academic staff | Office order, circulars, published minutes of meetings, email, phone, etc | Academic staff & faculty students |
| Objec. 4 | Promote standard evidence-based practices in teaching and learning. | | | | | | | | |
| Initiatives | Conduct workshops on regular basis about standard evidence-based practices in teaching and learning for the academic staff. | 5/2017 | 12/2022 | Quality Learning & Teaching unit, Academic Advisory unit | Dean, Vice Dean | Low / High | No. of workshops held and No. of faculty staff participated | Office order, circulars, published minutes of meetings, email, phone, etc | Academic staff & students |
| Objec. 5 | Regularly update the existing technology or replace with new technology that support education, training and administrative needs. | | | | | | | | |
| Initiatives | Evaluate the currently used technologies for teaching and training and supporting the administrative work based on the updated technologies. | 9/2017 | 5/2019 | Teaching & Learning unit, Scientific research unit | Dean, Vice Dean, Supervisor for Quality and Academic Development and Management | Low / High | A bimonthly report about updating process | Office order, circulars, published minutes of meetings, email, phone, etc | Faculty staff, Administrative staff, students |

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|--------------------|--|--------|---------|---|---|------------|---|---|--|
| | Gradually replace the existing technologies with the highly efficient techniques. | 9/2017 | 12/2022 | Teaching & Learning unit, Scientific research unit | Dean, Vice Dean, Supervisor for Quality and Academic Development and Management | Low / High | Type and No. of replaced __?? advanced technology | Office order, circulars, published minutes of meetings, email, phone, etc | staff, students |
| Objec. 6 | Accelerate moral, professional and intellectual development of students. | | | | | | | | |
| Initiatives | Encourage the students to attend workshops or training programs within or outside the university about the development of personal skills. | 5/2017 | 5/2022 | Academic Advisory Unit, Scientific research unit | Dean, Supervisor for Quality and Academic Development and Management | Low / High | No. of students attending the workshops | Office order, circulars, published minutes of meetings, email, phone, etc | students |
| | Regularly conduct workshops in the faculty about important personal skills and how to implement them on undergraduate Pharm.D students. | 5/2017 | 12/2021 | Vice Dean, Academic Advisory Unit, Teaching & learning unit | Dean, Supervisor for Quality and Academic Development and Management | Low / High | Results of assessment of personal skills | Office order, circulars, published minutes of meetings, email, phone, etc | Faculty staff, students |
| Objec. 7 | Develop a world-class infrastructure, facility and environment in the college that promote high quality teaching and learning. | | | | | | | | |
| Initiatives | Proper use of the existing infrastructure of the rented building. | 9/2017 | 5/2020 | Vice Dean | Dean | Low / High | Infrastructure completion rate | Office order, circulars, published minutes of meetings, email, phone, etc | Dean, Vice Dean Administrators , Staff, Students |
| | Follow up with the Higher Authorities about the progress in construction work and status of the new pharmacy college building with world-class infrastructure. | 9/2017 | 5/2021 | Vice Dean | Dean | Low / High | Completion of annual reports for maintenance | Office order, circulars, published minutes of meetings, email, phone, etc | Dean, Vice Dean Administrators , Staff, Students (All people in the faculty) |

| Objectives ↓ Initiatives | Time Frame | | Responsibility | Accountability | Risk Level / Priority | KPI's | Deliverable | Stakeholders | |
|--|---|--------|----------------|--|---|------------|---|---|--|
| | Start | Start | | | | | | | |
| Strategic Goal 4: Improve the student evaluation system | | | | | | | | | |
| Objec. 1 | Create a student evaluation committee of at least five members, comprising of one member from each department to revise and improve the current student evaluation system. | | | | | | | | |
| Initiatives | Select the committee members based on their experience on the current and other student evaluation systems. | 9/2017 | 3/2018 | Teaching & Learning unit, Scientific research unit | Dean, Vice Dean | Low / High | Letter of decision of the Committee approved by the College Council | Office order, circulars, published minutes of meetings, email, phone, etc | Students & clinical sectors |
| | Revise and improve the current student evaluation system based on the subject learning outcomes. | 3/2018 | 12/2019 | Students evaluation committee | Dean, Vice Dean | Low / High | Reports of revision & evaluation | Office order, circulars, published minutes of meetings, email, phone, etc | Students & clinical sectors |
| | Revise and improve the student internship evaluation system to meet the international standards of Pharm D internship program. | 9/2017 | 1/2018 | Clinical Affairs and Training Unit, Quality Unit | Vice Dean, Supervisor for Quality and Academic Development and Management | Low / High | Outcomes from revision and improvement in terms of reports & comparative data | Office order, circulars, published minutes of meetings, email, phone, etc | Internship students & clinical sectors |
| Objectives ↓ Initiatives | Time Frame | | Responsibility | Accountability | Risk Level / Priority | KPI's | Deliverable | Stakeholders | |
| | Start | Start | | | | | | | |
| Strategic Goal 5: Develop an effective practice of pharmacy | | | | | | | | | |
| Objec. 1 | Objective 1: Prepare the students to be leader in patient-centered practice of pharmacy by providing them high quality education and training of clinical pharmacy. | | | | | | | | |

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| Initiatives | Implement an intensive training program for students in the hospital rotations with special emphasis on improving their inter-personal and communication skills, in order to provide hands on training to them and be better equipped for patient-centered practice of pharmacy. | 9/2017 | 12/2022 | Academic staff, Clinical Affairs and Training Unit, Quality Unit, Supervisor for Quality and Academic Development and Management | Dean, Vice Dean | Low / High | No. of Achieved training programs per semester | Office order, circulars, published minutes of meetings, email, phone, etc | Students, clinical sectors, community |
| Objec. 2 | Establish the connection between the knowledge and practice of clinical pharmacy by strengthening the training of students in hospitals and other health care systems during their internship. | | | | | | | | |
| Initiatives | Expand the current student training rotations to provide a proper platform to cover the acquired theoretical knowledge during the five years of intense studies in the college. | 9/2017 | 12/2022 | Clinical Affairs and Training Unit, Quality Unit | Dean, Vice Dean, Supervisor for Quality and Academic Development and Management | Low / High | Executive plan of expansion for the rotations / | Office order, circulars, published minutes of meetings, email, phone, etc | Students, clinical sectors, community |
| Initiatives | Develop a proper method to select well trained preceptors in training places. | 12/2017 | 12/2022 | Clinical Affairs and Training Unit, Quality Unit | Vice Dean, Supervisor for Quality and Academic Development and Management | Low / High | Surveys for selection process / Approved methods of selection | Office order, circulars, published minutes of meetings, email, phone, etc | Students, clinical sectors, community |
| Objec. 3 | Develop the student's ability and attitude to work with other health professionals to promote the team delivered health care. | | | | | | | | |
| Initiatives | Conduct workshops on "effective team work to deliver health care" for the students of tenth level and those ready for training. | 12/2017 | 12/2022 | Vice Dean, Clinical Affairs and Training Unit, Quality Unit | Dean | Low / High | Number of workshops held per semester | Office order, circulars, published minutes of meetings, email, phone, etc | Students, clinical sectors, community |

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|--|---|---------------------------------------|---------|---|---|------------------------------|---|---|---|--|
| Objec. 4 | Develop the policy to improve the recognition and value of pharmacists in the modern health care systems. | | | | | | | | | |
| Initiatives | Establish an effective interaction between students and senior pharmacists by seminars, symposiums and other interactive sessions to understand the core values, policies, principles and procedures of working as a Pharmacist and their role in different health sectors. | 12/2017 | 12/2022 | Clinical Affairs and Training Unit, Quality Unit | Vice Dean, Supervisor for Quality and Academic Development and Management | Low / High | Number of seminars and symposiums held per semester | Office order, circulars, published minutes of meetings, email, phone, etc | Students, clinical sectors, community | |
| | Objectives ↓ Initiatives | Time Frame Start Start | | Responsibility | Accountability | Risk Level / Priority | KPI's | Deliverable | Stakeholders | |
| Strategic Goal 6: Enhance the participation in community services | | | | | | | | | | |
| Objec. 1 | Align the faculty community services with the public service mission of Jazan University and Kingdom's Vision 2030. | | | | | | | | | |
| Initiatives | Conduct a survey on the actual need and presently applicable pharmaceutical services for the community in Jazan. | 9/2017 | 12/2019 | Clinical Affairs and Training Unit, Quality Unit | Vice Dean, Supervisor for Quality and Academic Development and Management | Low / High | Report about the conducted survey with survey samples | Office order, circulars, published minutes of meetings, email, phone, etc | Students, Pharmaceutical sectors, community | |
| | Prepare proposals for all pharmaceutical services that can be organized by the members of the faculty. | 9/2017 | 12/2019 | Vice Dean, Clinical Affairs and Training Unit, Quality Unit | Dean | Low / High | Number of prepared proposals related to the issue | Office order, circulars, published minutes of meetings, email, phone, etc | Students, community | |
| | Contact with the relevant authorities to negotiate with regional or national sponsors to support the activities. | 9/2017 | 12/2019 | Vice Dean, Clinical Affairs and Training Unit, Quality Unit | Dean | Low / High | Report of contacts, meetings and negotiations | Office order, circulars, published minutes of meetings, | Students, suitable sponsors, community | |

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|--|--|-------------------|--------------|---|-----------------------|------------------------------|---|---|---|
| | | | | | | | | email, phone, etc | |
| Objec. 2 | Enhance the participation of students and/or faculty in the community health care services and professional organizations. | | | | | | | | |
| Initiatives | Develop a new system in the faculty to encourage the participation of students and/or faculty in the community health care services and professional organizations. | 9/2017 | 12/2019 | Vice Dean, Clinical Affairs and Training Unit, Quality Unit | Dean | Low / High | Number of faculty staff and students participated in each visit | Office order, circulars, published minutes of meetings, email, phone, etc | Faculty staff, Students, community |
| ↓ Objectives ↓ Initiatives | | Time Frame | | Responsibility | Accountability | Risk Level / Priority | KPI's | Deliverable | Stakeholders |
| | | Start | Start | | | | | | |
| Strategic Goal 7: Establish distinguished postgraduate programs | | | | | | | | | |
| Objec. 1 | Create a team of experienced faculty members to identify the requirements and prepare a plan to initiate postgraduate programs in each existing disciplines (Clinical Pharmacy, Pharmaceutical Chemistry, Pharmacology & Toxicology and Pharmaceutics). | | | | | | | | |
| Initiatives | Construct a 5 member active committee and direct them to fulfill the tasks. | 5/2017 | 12/2018 | Vice Dean | Dean | Low / High | The decision of the dean for establishing this committee | Office order, circulars, published minutes of meetings, email, phone, etc | Graduates and other sectors in pharmacy |
| | Collect the prepared plan of initiation of the program for further steps. | 5/2017 | 12/2018 | Vice Dean | Dean | Low / High | The approved plan including the identified requirements | Office order, circulars, published minutes of meetings, email, phone, etc | Graduates and other sectors in pharmacy |
| Objec. 2 | Contact health care professionals in hospitals and pharmaceutical industries and other relevant organizations to discuss and design the best curriculum. | | | | | | | | |
| Initiatives | Hold periodical meetings with appointed individuals to discuss and design | 5/2017 | 12/2018 | Vice Dean | Dean | Low / High | Minutes of meetings held | Office order, circulars, published minutes of | Graduates and other sectors in pharmacy |

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|--|---|-------------------|---------|-----------------------|-----------------------|------------------------------|---------------------------------------|---|---|
| | the curriculum. | | | | | | | meetings, email, phone, etc | |
| | Submit the proposal along with program details and curriculum to Jazan University for approval. | 5/2017 | 12/2018 | Vice Dean | Dean | Low / High | Cover letter of submission | Office order, circulars, published minutes of meetings, email, phone, etc | Graduates and other sectors in pharmacy |
| | Develop necessary infrastructure and facilities. | 5/2017 | 12/2018 | Vice Dean | Dean | Low / High | Reports of infrastructure development | Office order, circulars, published minutes of meetings, email, phone, etc | Graduates and other sectors in pharmacy |
| | ↓ Objectives ↓ Initiatives | Time Frame | | Responsibility | Accountability | Risk Level / Priority | KPI's | Deliverable | Stakeholders |
| | Start | Start | | | | | | | |

Strategic Goal 8: Establish scientific collaborations at regional, national and international levels

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|--------------------|---|--------|---------|---------------------------|-------------------------|------------|---------------------------------------|---|------------------------------------|
| Objec. 1 | Review the existing national and international collaborations for continuity and sustainability. | | | | | | | | |
| Initiatives | Evaluate the existing collaborations considering the benefits to students and faculties. | 9/2017 | 12/2019 | External Cooperation Unit | Vice Dean, Quality Unit | Low / High | A clear report of evaluation process | Office order, circulars, published minutes of meetings, email, phone, etc | Faculty staff, Students |
| | Develop guidelines for establishing continuous and sustainable national and international collaborations. | 9/2017 | 5/2020 | External Cooperation Unit | Vice Dean, Quality Unit | Low / High | The approved guidelines to be applied | Office order, circulars, published minutes of meetings, email, phone, etc | Faculty staff, Students, community |
| Objec. 2 | Develop collaboration with health care organizations and pharmaceutical industries and expand the opportunity for students to gain more practical experience which will be beneficial for their future endeavor. | | | | | | | | |

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|-------------|--|--------|---------|--|---|---------------|---|---|---|
| Initiatives | Prepare a database of healthcare and pharmaceutical sectors such as community pharmacy, pharmaceutical Industries and Saudi Food and Drug Administration (SFDA), which could provide training to our students. | 9/2017 | 12/2020 | Clinical Affairs and Training Unit, Quality Unit | Dean, Vice Dean, Supervisor for Quality and Academic Development and Management | Medium / High | Number of pharmaceutical sectors involved in the database | Office order, circulars, published minutes of meetings, email, phone, etc | Students, health care organizations, pharmaceutical industries, community |
| | Establish new student training collaborations considering the plan of the government toward the new job places at private sectors such as community pharmacy, pharmaceutical industries, and quality control units for Saudi Pharmacists. | 9/2017 | 12/2019 | Clinical Affairs and Training Unit, Quality Unit | Dean, Vice Dean | Low / High | Number of new student training collaborations | Office order, circulars, published minutes of meetings, email, phone, etc | Students, community |
| Objec. 3 | Promote the participation of students and faculty in entrepreneurial clinical service activities on behalf of the college. | | | | | | | | |
| Initiatives | Encourage the assistant teachers in the clinical pharmacy department to join one of the national or international distinguished clinical pharmacy fellowships to support (in future) conducting the faculty plans for clinical pharmacy services and training. | 9/2017 | 9/2019 | Clinical Affairs and Training Unit, Supervisor for Quality and Academic Development and Management | Dean, Vice Dean, | Low / High | Number of national or international clinical fellowships and number of appointed assistant teachers | Office order, circulars, published minutes of meetings, email, phone, etc | Assistant teachers, community |
| | Urge all academic staff members to apply for professional classification and | 9/2017 | 8/2022 | Vice Dean, Supervisor for Quality and Academic | Dean | Low / High | Number of academic staff members applied per semester | Office order, circulars, published minutes of | Academic staff members |

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|--------------------|---|--------|---------|--|-----------------|------------|--|---|----------------------------------|
| | registration license in related pharmacy fields from Saudi Commission for Health Specialties to be able to participate in clinical pharmacy and pharmaceutical services in different healthcare systems such as hospitals, primary healthcares, and community pharmacies. | | | Development and Management Clinical Affairs and Training Unit | | | | meetings, email, phone, etc | |
| Objec. 4 | Develop exchange programs (among staff or students) with universities inside as well as outside of the country, government agencies, companies and other relevant sectors. | | | | | | | | |
| Initiatives | Prepare a list of helpful exchange programs with distinguished partners to further improve the required skills and experiences of staff members and students. | 9/2017 | 9/2019 | Supervisor for Quality and Academic Development and Management | Dean, Vice Dean | Low / High | The list of proposed exchange programs and list of the interested partners | Office order, circulars, published minutes of meetings, email, phone, etc | Academic staff members, students |
| | Prepare guidelines to establish successful exchange programs with interesting partners. | 9/2017 | 9/2019 | Supervisor for Quality and Academic Development and Management | Dean, Vice Dean | Low / High | List of approved guidelines | Office order, circulars, published minutes of meetings, email, phone, etc | Academic staff members, students |
| | Gradually establish the selected important exchange programs for students as well as staff members. | 9/2017 | 12/2022 | Vice Dean, Quality Unit | Dean | Low / High | The list of established exchange programs per year | Office order, circulars, published minutes of meetings, email, phone, etc | Academic staff members, students |
| Objec. 5 | Create an environment of collegiality and openness that facilitate the collaborations within Jazan University. | | | | | | | | |
| In it at | Encourage academic staff to create or | 9/2017 | 12/2022 | Scientific research unit | Dean, Vice Dean | medium / | Number of active staff members | Office order, circulars, | Academic staff members |

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| | participate in a research group of multidisciplinary members of Jazan University. | | | | | High | who created and participated in research groups per year | published minutes of meetings, email, phone, etc | |
| | Upload and update full information about the faculty and the available staff members in the faculty website to help other faculties to find enough information for a proper collaboration decision. | 9/2017 | 12/2022 | Quality Unit | Dean, Vice Dean | Low / High | Ratio of updated to un updated information about faculty per semester | Office order, circulars, published minutes of meetings, email, phone, etc | Academic staff members |
| | Objectives ↓ Initiatives | Time Frame | | Responsibility | Accountability | Risk Level | KPI's | Deliverable | Stakeholder s |
| | | Start | Start | | | | | | |
| Strategic Goal 9: Foster independent thinking and innovations to attract sponsors | | | | | | | | | |
| Objec. 1 | Develop a policy that encourages the staff members to involve in research | | | | | | | | |
| Initiatives | Improve the staff evaluation model to consider the research activities as one of the main standards with at least 25% of the total weight. | 9/2017 | 12/2022 | Vice Dean, Quality Unit | Dean | Low / High | Calculated percentage of research activity for each staff member per year | Office order, circulars, published minutes of meetings, email, phone, etc | Academic staff members |
| | Establish multidisciplinary research laboratories to support the members of all departments. | 9/2017 | 12/2022 | Vice Dean, Laboratories Supervisory Unit | Dean | Low / High | Ratio of updated to un updated information about faculty members per semester | Office order, circulars, published minutes of meetings, email, phone, etc | Academic staff members in different departments |
| | Urge all academic staff members to participate in seeking official research grants. | 9/2017 | 12/2022 | Scientific research unit, Quality Unit | Dean, Supervisor for Quality and Academic Development and | Low / High | Number of obtained research grants in each department per | Office order, circulars, published minutes of | Academic staff members |

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| | | | | | Management | | year | meetings, email, phone, etc | |
| | Reward the researchers in a fair competition research environment based on the number of publications per year in ISI journals and their impact factors. | 9/2017 | 12/2022 | Quality Unit | Dean, Vice Dean | Low / High | Detailed publication data and number of reward researcher per year | Office order, circulars, published minutes of meetings, email, phone, etc | Academic staff members |
| | Provide recognition to individuals for high quality research by issuing an honorary certificate of the “Researcher of the Year”. | 9/2017 | 12/2022 | Vice Dean, Quality Unit | Dean | medium / High | Number of honorary certificates issued per year | Office order, circulars, published minutes of meetings, email, phone, etc | Academic staff members |
| Objec. 2 | Increase student engagement in research activities through student project and future scientist programs. | | | | | | | | |
| Initiatives | Improve the syllabus of the research paper subject to involve the students in research activities within the faculty departments. | 9/2017 | 9/2022 | Scientific research unit, Quality Unit, Academic Advisory Unit | Dean, Vice Dean | Low / High | Improvement plan and the list of research activities per department | Office order, circulars, published minutes of meetings, email, phone, etc | Academic staff members, Semi final students |
| | Increase the number of participating students to be at least five in each project for future scientist program. | 9/2017 | 9/2022 | Scientific research unit, Quality Unit, Academic Advisory Unit | Dean | Low / High | Approved list of number of enrolled students per project | Office order, circulars, published minutes of meetings, email, phone, etc | Academic staff members, students |
| Objec. 3 | Identify and develop the financial resources through collaborations and partnerships with other organizations to pledge funding stability and continuity. | | | | | | | | |
| Initiatives | Prepare a platform of important research areas of government, community and business sectors. | 9/2017 | 9/2022 | Scientific research unit, Quality Unit, Academic Advisory Unit | College Dean & Vice Dean | Low / High | List of approved research areas | Office order, circulars, published minutes of meetings, | Government, community and business |

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| | | | | | | | | email, phone, etc | |
| | Encourage the academic staff members to prepare research proposals in the identified important research areas. | 9/2017 | 9/2022 | Scientific research unit, Quality Unit, Academic Advisory Unit | College Dean & Vice Dean | Low / High | Number of research proposals prepared by staff per semester | Office order, circulars, published minutes of meetings, email, phone, etc | Academic staff members |
| | Establish collaboration with the institute of research and consulting services at Jazan University to submit the research proposals to related sponsors and help in writing a memorandum of understanding with the sponsor. | 9/2017 | 9/2022 | Scientific research unit, Quality Unit, Academic Advisory Unit | College Dean & Vice Dean | medium / High | Approved letter of collaboration | Office order, circulars, published minutes of meetings, email, phone, etc | Academic staff members |
| Objec. 4 | Conduct conferences, workshops, symposia and training programs in the field of pharmaceutical sciences and invite sponsors for funding. | | | | | | | | |
| Initiatives | Identify the topics in pharmaceutical sciences in which the research groups have enough working experiences. | 9/2017 | 9/2022 | Quality Unit, Clinical Affairs and Training Unit, Teaching and Learning Unit | Dean, Vice Dean | Low / High | List of identified relevant topics in pharmaceutical sciences and approval document for the selected topics | Office order, circulars, published minutes of meetings, email, phone, etc | Faculty administrators, faculty staff members |
| | Conduct a comprehensive conference on the identified research topics. | 9/2017 | 9/2022 | Scientific research unit, Quality Unit | Dean, Quality Unit | Low / High | Annual reports of held conferences | Office order, circulars, published minutes of meetings, email, phone, etc | Academic staff members |
| | Prepare a system to invite different sponsors interested in the event topics. | 9/2017 | 9/2022 | Quality Unit | Dean, Vice Dean | medium / High | Issued diagram of the prepared system and the plan of invitation | Office order, circulars, published minutes of meetings, | Academic staff members, selected sponsors |

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| | | | | | | | | email, phone, etc | |
| Identify the medical areas for pharmacists which are recognized by the Saudi Commission for Health Specialties. | 9/2017 | 9/2022 | Quality Unit | Dean, Vice Dean | Low / High | The list of approved medical areas to be considered | Office order, circulars, published minutes of meetings, email, phone, etc | Academic staff members, selected sponsors | |
| Get approvals from the Saudi Commission for Health Specialties to accredit the activities. | 9/2017 | 9/2022 | Vice Dean | Dean | Low / High | Letters of approvals from the Saudi Commission for Health Specialties | Office order, circulars, published minutes of meetings, email, phone, etc | Academic staff members, | |
| Conduct several workshops, symposia and training programs to cover the required credit hours by the Saudi Commission for Health Specialties for pharmacists and technician pharmacists. | 9/2017 | 9/2022 | Quality Unit, Clinical Affairs and Training Unit, Scientific research unit | Dean, Vice Dean | Low / High | Number of conducted workshops, symposia and training programs per semester | Office order, circulars, published minutes of meetings, email, phone, etc | Academic staff members | |

How to Continue Achieving Goals

Processing

A range of preparations has been made to develop a credible and achievable plan of action, through the selection of some college staff and administrators are competent to assume this task. College leaders, consultants and experts were also consulted at all stages of the plan development process work, as follows:

- Identification and integration of individuals into the **Implementation Plan Team**: A forty five-member working group will be formed to select from various departments by the college quality unit. This will also be divided into 15 working groups, each team working on one of the nine strategic goals.
- Working group meetings and consultations: Each working group holds several regular meetings where the tasks assigned to them and timely reports to the College Supervisor for Quality and Academic Development and Management which in turn submits the report to the Dean of the College.
- Coordination between all 9 groups for the purpose of effective interaction and proper exchange of knowledge and ideas, to enrich the achievement of the objectives in parallel way to manage the time.
- Determine what the team should achieve: A specific and flexible schedule has been set up (the executive plan) to report on achievements.
- Reviewed and reviewed the work carried out, and considered proposals and feedback in a timely manner will be considered to implement the strategic plan.

Implementation

Designing a practical framework for developing the action plan:

- Clarify the need for strategic planning tools in writing the implementation plan.
- Focus on how to build tasks and initiatives from strategic objectives and possible action steps, in order to achieve these objectives.
- Any expected changes on the strategic goals will be considered based on official meetings and reasonable justifications.

| Name | Title | Signature | Date |
|----------------------------|---|-----------|-------------------|
| Dr. Hafiz A. Makeen | Dean of Faculty, Pharm.D Program Chair | | 21/12/2017 |

