



جامعة الخليج الطبية
GULF MEDICAL UNIVERSITY
ACADEMIC HEALTH CENTER

STRATEGIC PLAN 2017-2022



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GMU STRATEGIC PLAN 2017-2022



Documented by :
Institutional Research Unit (IRU)



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“GMU is well on track to emerge as one of the best researches and innovation based medical universities in the region. The university has etched its place on the global education map”

**Dr. Thumbay Moideen
Founder
President Board of Trustees**





**Celebration of GMU's 20 Years (1998 -2018)
of Excellence in Education, Healthcare and Research**



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“At Gulf Medical University, our focus is always on shaping the future of healthcare. Being a leading medical university with its own growing network of world-class academic institutions, hospitals, and a dynamic research division, we are constantly endeavoring to transform the University into a vibrant Academic Health System linking the best of medical education, healthcare and research, manned by the finest professionals”

**Prof. Hossam Hamdy
Chancellor**



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2ND GMU Global Alumni Summit on 27th November 2018

A MESSAGE FROM THE CHANCELLOR

The current Strategic Plan 2017-22 highlights the future of Gulf Medical University in its journey towards accomplishing its Vision and Mission which was revised and approved by the Board of Trustee and the Board of Governors in February 2017. The aim of the document is to develop a culture of Institutional transparency and accountability for fostering creativity, productivity, and academic excellence. It describes clearly the objectives of the plan, how GMU should be after five years, the road to achieving these objectives, how the objectives will be measured.

The plan was developed through a process of evaluating the status of the university in 2016, what was achieved in the previous plan, areas of weakness and strength, prioritizations of goals and objectives. The flow was developed through a process of inclusion of all stakeholders internal and external.

In a medical higher education institution like ours, wherein decision-making takes place at all levels of management, it is vital that the planning and monitoring processes encourage a focus on the strategic objectives & the resources. The current strategic planning document will continue to be the most important document in providing us direction in our planning and accountability and help us stay focused towards our vision for the next five years.

The strategic key drivers, considerations, and objectives will form the basis for our annual operational and tactical planning and resource allocation as the GMU community at both academic and support levels consider the best and optimal utilization of resources to maximize the progress towards strategic goals. The document will serve as a key tool for everyone involved in planning and implementation to ensure how best they can contribute to the strategic development of the University.

We look forward to your ongoing support in the journey of achieving Our Vision.

Prof. Hossam Hamdy
Chancellor





Abbreviations

CoM:	College of Medicine
CoD:	College of Dentistry
CoP:	College of Pharmacy
CoHS:	College of Health Sciences
CoN:	College of Nursing
CoHM & E:	College of Healthcare Management & Economics
IPE:	Inter-Professional Education
JMPHE:	Joint Master in Health Profession Education
PLO:	Program Learning Outcomes
TBL:	Team-Based Learning
DMD:	Doctor of Dental Medicine
Pharm D:	Doctor of Pharmacy
MBBS:	Bachelor of Medicine and Bachelor of Surgery
BBMS:	Bachelor of Biomedical Sciences
MPH:	Master in Public Health
T/L:	Teaching & Learning
MoH:	Ministry of Health
MoE:	Ministry of Education
CPD:	Continuing Professional Development
FPRDS:	Faculty Performance Review & Development System
PDP:	Professional Development Programs
VPA:	Vice Provost Academics
AHS:	Academic Healthcare System
TRIPM:	Thumbay Research Institute for Precision Medicine
TIHWD:	Thumbay Institute for Health Workforce Development
TIPH:	Thumbay Institute of Population Health
HR:	Human Resource Department
IPOO:	Input-Process-Output-Outcome
IRU:	Institutional Research Unit
IT:	Information Technology Department
CME:	Continuing Medical Education
G1O2P3:	Key for Project ID (illustration)
G1:	Goal 1
O2:	Objective 2
P3:	Project 3





Introduction

GMU established in 1998, is a leading medical university in the Gulf region. GMU offers Undergraduate, Post Graduate and continuing medical education programs in the field of Medicine, Dentistry, Pharmacy, Physiotherapy, Nursing, Nursing for Registered Nurses (Bridging), Laboratory Sciences, Imaging Sciences, Anesthesia and Surgical Technology at undergraduate level, and Public Health, Physical Therapy, Health Professions Education, Clinical Pharmacy, and Environmental Health & Toxicology at master level. During the 2017-22 strategic plan period, GMU will be projecting a massive expansion plan. The plan includes its own hospital, Dental Centre and Rehabilitation Centre in the campus along with the networking academic hospitals, clinics, and pharmacies under GMU Academic Health Care System.

In order to encourage the faculty and students Research activities, GMU has established the Thumbay Research Institute of Precision Medicine (TRIPM) in 2017. The institute is a hub for postgraduate studies in Biomedical Sciences, translational research and innovation. Another two institutes are at the advanced stage of establishment. Thumbay Institute of Population Health (TIPH) will focus on postgraduate studies and research in the fields of Public Health, Epidemiology, Evidence-Based Medicine, Big Data Analysis and Global Health. Thumbay Institute of Health Workforce Development (TIHWD) builds on and expand from the existing Center for Advanced Simulation in Healthcare (CASH), Continuing Professional Development (CPD) division offering non degree programs, Center for Continuing Education and Community Outreach (CCE&CO) and the new Center of Health Professions Education and Research (CHPER).

Led by the major transformation of Healthcare Systems globally and regionally towards greater accountability for quality and efficiency, the Gulf Medical University Board of Trustees in their meeting in February 2017 approved the establishment of the “GMU Academic Health System” and developed the Executive Board of the Gulf Medical University –Academic Health System. The Gulf Medical University – Academic Health System Executive Board’s mandate is to integrate the GMU triple mission of health professions education, research, and clinical care at all levels.

GMU Academic Health System links the healthcare, education and research functions driven by the interactions between itself and its academic partners. The objective of GMU embracing Academic Health Systems model is to greatly improve patient care, medical education and research. The synergies between these central activities improve health and wellbeing, at the same time broadening the horizons of knowledge and ensuring a modern, flexible and sustainable workforce. It ensures wider community engagement by developing a deeper social conscience and delivering significant economic and health benefits to the community.

The previous Strategic Plan of the Gulf Medical University for the period 2012–2017, focused on the teaching and learning, and services. Considerable progress is made in enhancing the university-wide planning process, a number of enrollments in various programs, quality of entry cohort, infrastructure, accessibility, etc. The current strategic plan for the period 2017-22, aims to meet the growing demand for medical education and quality health care services across the nation. The current plan focuses primarily on enhancing the quality, effectiveness, and efficiency of our academic programs, growth in the portfolio of educational programs at both undergraduate and graduate levels in partnership with local & international stakeholders, increase volume and quality of research, growth in international linkages; creation of an environment that supports enhancement of the faculty research performance; and create infrastructure to support and facilitate GMU transformation. ww

Vision Mission Values

The Vision of Gulf Medical University is to be:

A leading international Academic Healthcare Institution through the integration of quality health professions education, research, healthcare and social accountability for sustainable community development.

The Mission of Gulf Medical University is to:

Pursue excellence through the integration of health profession education, translational research, quality health care, innovation and social accountability enhanced by national, international partnerships and community engagement.

The values of the University reflect its commitment to:

High Standards – In upholding the highest standards we will:

- Demonstrate ethical leadership through a role model
- Conduct ourselves with integrity, avoiding conflicts of interest
- Hold our work to the highest academic standards

Respect for individuals – In valuing respect for individuals, we pledge to:

- Treat others with respect and dignity, honoring individual differences
- Promote open communication and listen proactively
- Create a collegial environment based on loyalty to our co-workers

Advancing knowledge – In expressing our passion for learning, we encourage:

- Exploration of new ideas in our teaching and research
- The courage to meet challenges and assume risks
- Diverse learning opportunities where creativity thrives
- Interdisciplinary teamwork

Personal development and leadership – Recognizing that exceptional quality begins with people, we create:

- A culture of personal development and professional fulfillment
- A workplace where expectations are matched by our reward system
- An atmosphere where people value the balance between work and family
- A mentor-rich culture where faculty, staff, and students can enhance their leadership skills

Commitment to health – Supporting our fundamental belief in the doctor/patient relationship, we are committed to:

- The highest quality medical care for our patients
- Training the next generation of healthcare professionals to be capable and compassionate
- Promoting good health and wellbeing in response to the needs of our community
- Our community partners help us to achieve excellence in all that we do

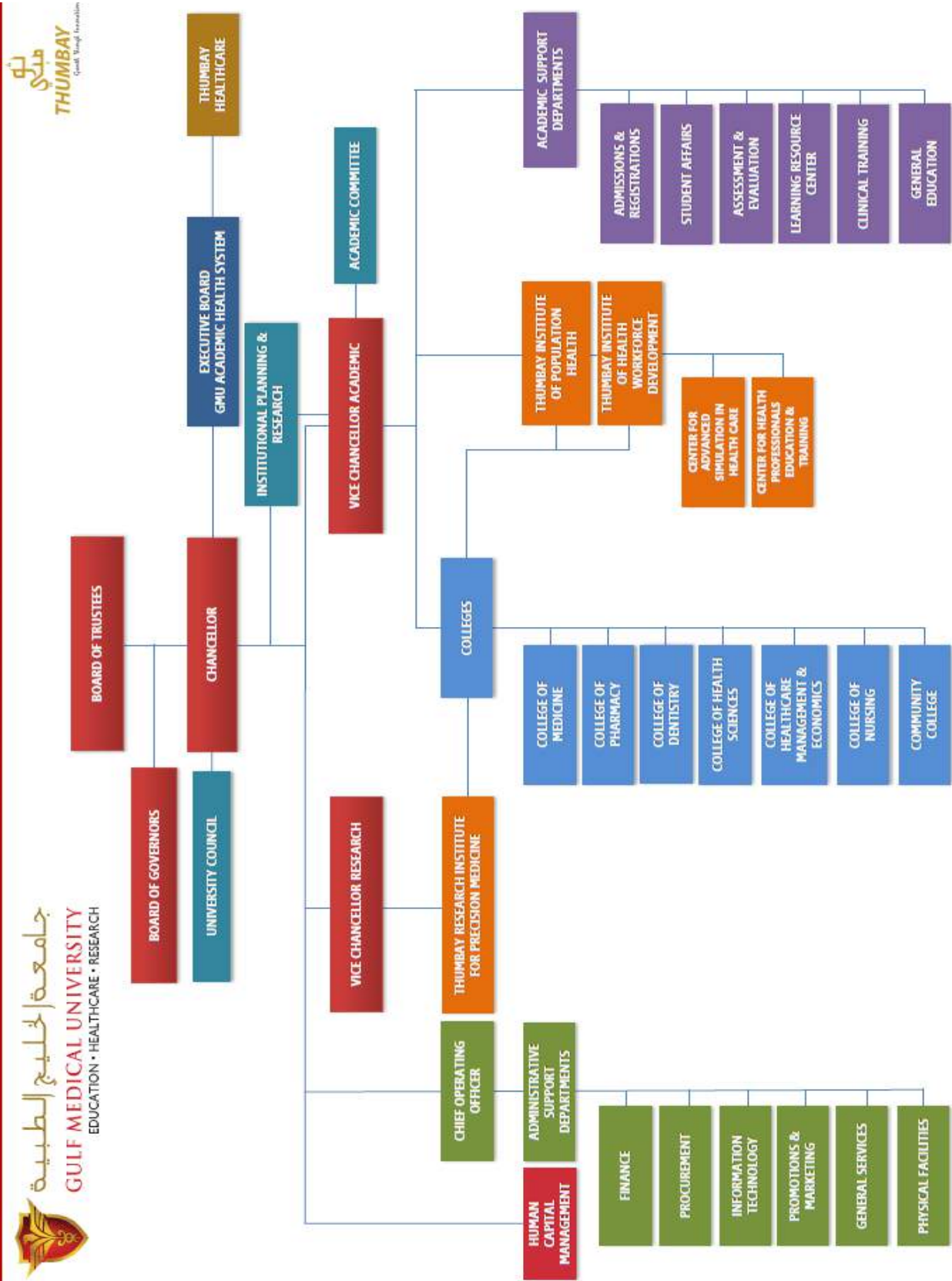


Our Mandate

Gulf Medical University aspires to

- Provide authentic educational opportunities for all categories of health professional students, preparing them to successfully pursue postgraduate training and continuous professional development.
- Develop a leader in healthcare services who can respond to the country, region and global fast growing healthcare needs.
- Advance scientific knowledge through research and discoveries in the fields of biomedical sciences, population health and healthcare systems and Medical Education.
- Improve primary to tertiary health care in UAE and GCC region through its 'Academic Healthcare System, Hospitals, Clinics and Centers of Excellence'.
- Emphasize GMU social responsiveness and community engagement by providing affordable quality health care for different sectors of the community and promoting a healthy lifestyle.





Governance Structure

Board of Trustees

The Board of Trustees guides the development of GMU Strategic Plan and approves GMU strategic goals and directions. It is the highest governing body of the university, which protects the interests of the University by approving the provision of major resources and budget to achieve the university goal.

Board of Governors

The purpose of the Board of Governors is to provide strategic directions for the welfare of Gulf Medical University and to establish the policies that govern the University's organization and operations.

University Advisory Board

The GMU Advisory Board is the key source of external advice and advocacy to assist the Chancellor, Provost and the Deans to develop GMU into one of the top medical universities in UAE and beyond.

University Council

The University Council is a standing committee. It is responsible for all academic, research and management of GMU in order to ensure that the University achieves its mission to the heights expected.

GMU Academic Health System Executive Board

The Gulf Medical University Academic Health System Executive Board was established in order to bring the Gulf Medical University, Thumbay Health Care Division (Hospitals, Clinics, Daycare, Pharmacy, Labs etc.) and Research centers to actively work together as an effective and efficient system, maximizing the value of each enterprise providing the unique vehicle of quality in patient care, education and discovery.

GMU Academic Committee

The committee is chaired by Vice Provost Academics. The key members include the deans of the colleges. The committee has the authority to approve and recommend for ratification to the University Council. It makes recommendations to the University Council for the award of degrees within GMU. It has the authority to approve the recommendations of the College Council regarding the curriculum, schemes of assessments and examination regulations and deals with any other matters referred to it by College Council Committees. The Academic Committee shall be reconstituted once in three years.



Strategic Planning Process

Approach to Strategic Planning at GMU

(The Process of Developing and Communicating the Plan Internally and Externally)

The Stakeholders Forum of Gulf Medical University (GMU), Ajman, held on 13th of May 2017 provided a platform wherein the leadership invited all the internal and external stakeholders to meet and discuss the initial strategic plans and future directions of the University. The Internal and External stakeholders included officials from the Dubai Health Authority, Ministry of Health and Ministry of Education, educationists, healthcare professionals, faculty members, parents, alumni, student representatives and patients from Thumbay Hospitals. The stakeholders reviewed the earlier Vision and mission of GMU and its colleges and proposed recommendations. This phase involved the analysis of the internal capabilities of GMU and assessment of the external conditions that impact GMU goals and objectives. Based on the analysis and proposed recommendations from the stakeholders received through the stakeholder forum platform, GMU vision and mission is reviewed and recommended for revision by the University Board and presented to the Board of Trustees who finally approved the revisions. Further strategic key drivers, considerations, and objectives were derived that guide the short and long-term plans of the University. Further to the success of the Stakeholder's forum, through the platform of Coffee Talk, the Chancellor addressed the faculty and staff on the strategic plan of the university which was followed by workshops wherein faculty and staff actively participated and provided their inputs in developing the action plan in line with strategic plan. The Strategic planning committee headed by the Chancellor worked on the inputs received from the stakeholders through meetings and focus groups.

Need Analysis (SWOT)

STRENGTHS

- Dynamic and transformational leadership.
- Innovative, dynamic and competency-based Health Professions Education programs aligned with international competency frameworks
- An integrated network of university and its self-owned hospitals and clinics across UAE
- Diverse student and staff body with multicultural impact
- Technology-oriented learning and teaching practices
- New physical facilities and hospitals aligned with the educational programs
- Faculty committed to their responsibilities believing in the innovative educational system and changing their role to match the expectations of the students and community at large
- Alumni network across the globe and active alumni engagement policies
- Proactive academic partnerships with various reputed regional and international universities, hospitals and research organizations
- Great potential to employ our own graduates in the university, hospitals, clinics, laboratories etc.

WEAKNESS

- Limited research budget for faculty
- The mismatch between research expectation and support
- No proper research directions and poor research productivity



- Difficulty in finding quality faculty to fit the college educational system
- Limited resources for faculty and staff development
- The highly competitive market for diverse faculty and staff
- Presence of some gaps between curriculum on paper & curriculum in action
- The educational scholarship is underestimated. Needs to be redefined in the light of international guidelines and new directions in higher education addressing its importance and implications to faculty life
- Improved governance with the greater collaboration of all units
- Adjusting to the pressure of growth
- Many submissions and several denials from CAA – e.g. Clinical Masters
- Approved programs not feasible to start – e.g. Master in Human Reproductive Biology
- Different programs competing as they qualify for the same profession e.g. BBMS and Bachelor of Lab Sciences
- Offering Master program as Fulltime leading to very poor enrollment
- Faculty's limited experience in community engagement and outreach

OPPORTUNITIES

- A changing job market and emerging careers for bioscientists, researchers and health professionals that creates demand for more flexible, interdisciplinary education and training
- Presence of an agreement of cooperation between the university and many renowned medical schools, universities and research centers in order to transform GMU from a teaching university to research university
- High expectations of the UAE community that GMU will be engaged in meeting its health care needs
- The Emirates and Arabian Gulf region in socio-economically diverse, multi-culture and multi-national communities looking for quality medical education, this provides an attractive environment to operate
- The initiative to receive permission from MoH-UAE to recognize Thumbay Hospital Ajman as a 'teaching hospital' will create trust and confidence between the MoH and GMU for delivering a quality internship program in Thumbay Healthcare
- The recently established Thumbay Institute for Precision Medicine is a state-of-the-art research laboratory with the latest technology
- Thumbay Institute for Population Health & Thumbay Institute for Health Workforce Development will be established with a mission to enhance research, postgraduate studies, and continuous professional development for health professionals.

THREATS

- Increasing number of medical schools and other Health Profession Education Programs in the UAE and the Arabian Gulf region competing for students, faculty and clinical training sites.
- There is a need to boost the motivation of faculty to adjust with the massive expansion of the university in order to enable them to respond to the challenging and demanding innovative educational system
- The shift in focus on Quantitative Achievement Vs. Qualitative Achievement
- The economic slowdown of the country and the region increase the risk to initiate new projects
- Dropouts and transfer-out students likely to weaken the financial base

Key Drivers of the Strategic Plan

▪ QUALITY

- Quality of Programs
- Quality of Faculty
- Quality of Students
- Quality of Physical Facilities & Resources
- Quality of Operations & Management
- Quality of Research
- Quality in Measuring Quality

▪ GROWTH

- Expand GMU global footprint with the establishment of 'New Universities
- Provide highly demanded programs. Joint programs which fit with the core brand of Thumbay Group 'Health'
- Provide a hybrid of sustainable 'Incremental or breakthrough improvements to current trajectory of programs' and disruptive innovation technology (to produce simpler, affordable, accessible online learning) allowing expansion beyond geographical constraints

▪ COMMUNITY ENGAGEMENT

- Social Accountability
- Strategic Partnerships (national, regional & international)

Strategic Plan Considerations

- GMU strategic plan reflects the Thumbay Group's vision, mission, and Values
- The colleges, institutes, and centers have their unique missions, but they all converge and complement each other
- Multi-professional education and collaborative research to be supported
- Maximize the value of GMU Academic Healthcare System (GMU & Thumbay Healthcare Division)
- Strategic partnership and collaboration with the national, regional and international healthcare systems, government agencies in health education and industries.
- Effectiveness and efficiency of GMU operations to ensure growth and sustainability
- Growth and expansion based on evidence, market studies and proper need assessment, cost and risk management.

Strategic Goals

Strategic Goal 1: Improving Educational Quality and Growing Portfolio of Programs

Strategic Objectives:

1. Full accreditation of the programs by CAA, Ministry of Education, UAE.
2. Identify additional unique academic and professional development programs in

partnership with local and international stakeholders

3. Establish Global Foot Print.
4. Create an attractive, modern physical learning environment adequate for an increase in the number of students
5. To sustain enrollment to full capacity across all programs
6. Develop a faculty and talent acquisition plan which can respond to the GMU transformation
7. To ensure stakeholder satisfaction with the institutional effectiveness
8. To develop GMU's visibility in Global, regional and subject rankings.

Strategic Goal 2: Developing Solution-Focused Research for Public Impact

Strategic Objectives:

1. Develop an initial research strategy based on priorities, competition, assets, and funding and work consistently to enhance the quality and productivity of research.
2. To enhance research infrastructure and physical facilities
3. To recruit research-focused faculty and scientists
4. Fostering innovation and entrepreneurship in Healthcare education through research by starting unique research programs in the form of Short courses, Masters and Doctoral programs.
5. Develop the Thumbay Institutes and post-graduate research programs, supported by strong national and international partnerships
6. Develop a concept for endowed research chairs to build continuous legacy funding

Strategic Goal 3: Building GMU-AHS Brand through Engagement

Strategic Objectives:

1. Review key messages and brand guidelines from AHS perspective, and roll out across all (existing and new) platforms
2. Develop prioritized stakeholder engagement plan, with a focus on community engagement and social accountability.
3. Develop a strategy to maximize the value of collaborations and strategic alliances

Strategic Goal 4: Structural Alignment for Efficient and Effective GMU Operations

Strategic Objectives:

1. Establish leadership capacity which can drive the transformation, organizational culture change, and the strategic plan implementation.
2. Develop, implement and update policies, procedures for effective and efficient operations within GMU units
3. Develop a new organizational structure which ensures alignment and collaboration between all units, academic, administration and finance.
4. Develop KPIs, reporting systems and risk management approach



GMU Received 2-Excellence Awards from the UAE Government





THUMBAY UNIVERSITY HOSPITAL
AL JURF, AJMAN

Strategic Goal 1

Improving Educational Quality and Growing Portfolio of Programs

To prepare the next generation doctors and health professionals, to make meaningful contributions to the health workforce development mission of the country, our major efforts will be to build the faculty capacity, accreditation standards, and assessment methods. Most importantly, we must focus our attention at all levels of training and instill fundamental collaborative and open-minded behaviors of our students and teachers so that future clinicians are primed to promote a culture of safe, high-quality care. Our innovations in improving education quality are to give emphasis on “Learning through Doing”. We further improve our dynamic curriculum, bring excellence in clinical training by using modern technology. Our network of hospitals and clinics are equipped to cater to the high standards clinical training of the students. We will explore the best out of the innovative teaching methods include problem-based learning team-based learning, virtual patient learning, simulation-based learning and strong clinical exposure with early patient contact. Our emphasis on research and clinical training drives us on the path to emerging as one of the leading research-based universities in the region.

Optimizing an institution’s portfolio requires a comprehensive look at all current and all potential new programs. We will work collaboratively with both internal and external stakeholders and built consensus on the right program portfolio strategy.

The IPOO Model is a systematic analysis of our KPIs which guides academic administrators in the determination of strategic direction, resource allocation, and performance expectations for each academic program.

Strategic Objective 1: Full accreditation for the programs offered by Colleges by CAA, Ministry of Education, UAE.

The university will ensure that all our undergraduate and graduate programs will be fully accredited in a phased manner by 2022. We use evidence that we already have the MBBS program, BPT Program, DMD Program and Pharm D program in the final stages of acquiring full accreditation from CAA. Alongside, colleges are adopting a proactive approach for acquiring international accreditation/certifications.

Strategic Objective 2: Identify additional unique academic and professional development programs in partnership with local and international stakeholders

Colleges and Thumbay Institutes will continue to work jointly in exploring and developing new programmes across different medical and healthcare disciplines to meet the healthcare needs of the community. We will build on our academic and professional programs portfolio as evident from the programs undergone for initial accreditation including Joint Master in Health Profession Education (HPE) & Joint Diploma in Health Profession Education E Masters in Periodontics and Masters in Endodontics, Nursing Bridging Program, Bachelor in Healthcare Management & Economics and Executive Masters in Healthcare Management & Economics and Master in Clinical Pharmacy. We will be working jointly with our international strategic partners is delivering unique academic & professional development programs evident from Masters in Public Health Program in joint collaboration with Medical College of Wisconsin, United States and the University of Arizona, United States and Joint Master in Health Profession Education & Joint Diploma in HPE in joint collaboration with FAIMER (Foundation for Advancement of International Medical Education and Research).

We will build on our productive long-term collaborations and use the evidence we already have that of 15 national and international collaborations with institutions of repute to jointly execute graduate programs and work together with them for the benefit of students to create coherent and effective methods of course delivery through an appropriate mix of teaching-learning pedagogies and practical modules. We believe our collaborations play a vital role in strengthening mutual resource pooling, faculty professional development, exchange of best practices in educational pedagogies and research.



Strategic Objective 3: Establish a Global Foot Print.

We will build on our international academic presence through expansion at an international level by opening more of our university campuses in Ghana, Serbia, and Egypt. University's research institute TRIPM will work jointly with colleges to improve university visibility nationally and internationally and increase its rank by enhancing and expanding its contributions to medical research. Promote partnerships relating to research and training with national, regional partners, and other international research organizations, universities, hospitals and companies and we use the evidence we already have from our institutional partnerships with

- Institute Gustave Roussy, Paris XI University, France
- Memorial Sloan Kettering Cancer Center New York, USA
- The Institute National de la Santé et de la Recherche Médicale (INSERM), Paris France
- The Cancer Core Europe –Paris, France
- Swedish research institute (Karolinska) and University, Stockholm, Sweden
- The Centre for Cancer Biomarkers (CCBIO) and the University of Bergen Norway
- The Nencki Institute of Experimental Biology Warsaw, Poland
- Institute of Cancer Research, University of London/Royal Marsden, UK
- Luxembourg Institute of Health, Luxembourg
- University of Basel / University Hospital Basel, Switzerland
- The Worldwide Innovative Networking Consortium in personalized medicine Paris, France

We will work jointly with our strategic partners to strengthen our inbound/outbound student programs as evident from our collaboration with Savitha Dental college, India, wherein we provide opportunities for our inbound/outbound students to develop insights and provoke their critical thinking into dental procedures and practices through clinical placements at our facilities.

We will build on our national, regional and international collaborations and will ensure to work in partnership with our strategic partners to strengthen our student exchange programs, student experiences with the elective and internship programmes, faculty professional development, collaborative medical degree programs and research to be able to drive sustainable economic growth.

Strategic Objective 4: Create an attractive, modern physical learning environment adequate for an increase in the number of students

We have been involved over the years in the creation of some of the best academic workplaces to be able to provide the most effective and resourceful teaching and learning environment to meet the demand emerging from increased student enrollments. Our ambitious projects such as Thumbay Dental hospital, Thumbay Rehabilitation Center and Thumbay Hospital, Jurf carry the potential to add to this legacy. We will continue to build on our capability to ensure most efficient and optimal space utilization and we use the evidence we already have of our IT tools for monitoring optimal utilization of Classrooms/labs/lecture halls.

All colleges will work jointly with Testing center, CASH, TRIPM, and other academic support divisions to ensure optimal and efficient resource utilization. The GMU Teaching Hospitals will work in providing the best learning experiences to a student in terms of real-time clinical exposure with patients in ultra-modern healthcare settings & facilities.

We will build on our IT infrastructure and services through the implementation of an integrated

robust university-wide information system. Dedicated IT team will work jointly with colleges, academic, and admin support divisions to ensure development and deployment of an integrated IT system to support process improvement, collaborative working, effective data management & reporting for quality decision making and all other aspects of the student university experience in a cost-effective way.

Strategic Objective 5: To sustain enrollment to full capacity across all programs

We will build on the good evidence we already have from our diverse medical & healthcare programs accredited by CAA, a self-owned network of teaching hospitals, dental centers, clinics and pharmacies, student exchange programs, elective programs, community engagement programs, collaborations, and research to encourage successful applicants from a diverse range of backgrounds. We will draw on our attention to make a coordinated contribution to the national agenda for increasing the headcount of our Emirati students. We will build on developing scholarship programs.

Colleges will work jointly with the teams of admissions division, business development division and the finance to identify strategies and processes to enhance Program Competitiveness, Program Marketability, and Program Distinctiveness for every program and specifically those with the poor performance of admission statistics.

The university will keep under review our policy on attracting and identifying the best national and international students and our admission processes to ensure effectiveness and consistency of good practices which is strategically crucial if the University is to be able to compete internationally. We will constantly strive to maintain a 100% enrollments per program and improve our enrollment statistics while critically reviewing our Retention and Dropout rates. These reviews will encompass deploying strategies to increase retention rates and decrease the dropout rates across all programs. The university will use the international senior academic faculty from our strategic partnering institutions across the globe to share the international best practices across various medical and healthcare professions. We believe that this is the most effective way to teach our graduates to think critically and also prepare them for the challenges of operating in the industry. We will monitor the effectiveness of our teaching, learning & assessment systems through student progress and outcomes. We will provide a range of opportunities for our students to broaden their skills through early induction into clinical setting experiences. We will build on the good evidence we already have that systems are in place to obtain feedback from all students, graduates, alumni, and employer.

We will build on our productive long-term relationship with our alumni and current students to help our students achieve their potential through well designed and effectively implemented mentorship, career counseling, academic advising, internship, elective training, and graduate recruitment programs.

Strategic Objective 6: Develop a faculty and talent acquisition plan which can respond to the GMU transformation

Research and Teaching in any academic institution require people with outstanding talent. We will analyze the size and composition of applicant pools which guides our recruitment approach & deployment in reaching potential candidates both nationally & internationally including those working outside the university sector. Our compensation & benefits framework supports the recruitment of high caliber staff in an international market, at the same time maintaining flexible measures to retain staff of international repute or in areas where there are critical skills shortages.

The University have already added on its board a pool of highly qualified and experienced members Prof. Salem Chouaib (Director, TRIPM), Prof. Sherief (Dean, COP), Dr. David Taylor and Prof. Abu Bakr (Dean, COHM&E) and competent admin support team comprising of Ms. Burcu (Asst. Head, Student Affairs), Mr. Shahzaib Keerio (Business Development, Manager) and Mr. Adeniyi Sunday Ademola (Head, IT). University will be recruiting a team of Associate Dean -Research and Graduate Studies for each of its colleges who will be coordinating between the Colleges

and TRIPM to strengthen the contribution of colleges in overall research output of the university. University will add on to its faculty pool with high profile research credentials through an intense and well-executed recruitment process.

University will focus on capitalizing on the current talent pool through the newly implemented Faculty Performance Review and Development System (FPS) which takes into consideration the development-phase of the university. Faculty will have several roles as 'educators, research scholars, and managers'. These roles go beyond the usual direct teaching responsibilities. The proposed faculty educational activities have been developed under the current four domains of a GMU-faculty performance system including Education, Mentoring, and Teaching, Research, Scholarly and Creative Activities, Service, Continuous Faculty Development.

University aims to constantly improve the Faculty & staff retention and satisfaction through faculty professional development programs organized at college level and by Human Resource department, enhanced quality research opportunities, implementation of new appraisal system, expansion of university facilities in terms of new hospitals, dental center, rehabilitation center, Research facilities, IT infrastructure & facilities, Library facilities, etc.

Strategic Objective 7: To ensure stakeholder satisfaction with the institutional effectiveness

Stakeholders' satisfaction is one of the most important indicators of institutional effectiveness. The university will ensure that the satisfaction will be benchmarked with National and International universities. Continuous efforts will be taken to improve the satisfaction rate in order to win the trust of the stakeholders through various innovative mechanisms. Improvement plans based on the feedback will be executed in a timely manner. More opportunities will be created in teaching, learning, research, and employability for students. We will also create more opportunities for our faculty and staff in their Professional Development.

Strategic Objective 8: To develop GMU's visibility in Global, regional and subject rankings.

In order to be competitive and establish our visibility regionally and globally, we will be participating in the Global/ Regional and subject-specific Rankings established by renowned ranking organizations. We will focus on the core areas of practice and encourage an evidence-based approach to rankings. Our Data-driven decision making will be based on institutional performance indicators and we will frame the strategy which will be aligned with the rankings criteria. We will work with a commitment to register GMU among the best 300 Medical Schools under QS Subject Specific Rankings by 2022. We will gain eligibility for Global and Regional Rankings of QS by 2022.



Strategic Goal 2

Developing Solution-Focused Research for Public Impact

GMU recognizes that a strong bond is indispensable between Teaching and Research in order to make GMU more visible nationally and internationally and increase its rank by enhancing and expanding its contributions to medical research. The newly created Thumbay Research Institute for Precision Medicine will establish an interdisciplinary basic and translational cancer and diabetes research program to meet growing challenges facing UAE health care providers dealing with the increase in cancer burden and diabetes disease. The TRIPM will serve as a bridge linking scientists, faculty members and clinicians who will work together in a synergistic manner in the frame of a well-focused program in order to reach scientific excellence in the research domain.

We are building the most favorable environment for investigators and teams at the level of science, structure, and equipment in order to make the TRIPM the most suitable environment for cancer research and diagnosis and a challenging initiative for seamless collaboration between research, education, healthcare, and industry.

It will focus its activities on comprehensive, translational research and personalized medicine, aims to become a center of excellence and a leader in developing personalized medicine in the region. The center will concentrate its activities on the development of state-of-the-art research technology platforms (liquid biopsy, NGS, functional genomics, imaging, gene editing) fundamental to position the center in the international scene research field and as a regional leader in personalized cancer immunotherapy.

Our goal is to position GMU among the leading research universities and a national model for medical education in the region by integrating innovation through research.

We will promote partnerships relating to research and training with national, regional partners, and other international research organizations, universities, hospitals, and companies.

Develop innovative diagnostic tools with commercial application opportunities and therapies based on genomic and translational medicine.

The scientific program will be designed to foster interactions between scientists from academia and Industry and will involve a multidisciplinary approach by basic scientists, clinicians, and epidemiologists. In order to contribute to mechanisms which would transform research breakthroughs into innovative products, the research teams will be working in partnership with international institutions to collaborate and achieve excellence towards producing quality research.

Strategic Objective 1: Develop an initial research strategy based on priorities, competition, assets, and funding and work consistently to enhance quality & productivity of research.

The main research domains are precision medicine, population health, medical education research, operational research and simulation research. We have established the Thumbay Research Institute of Precision Medicine and Translational Research (TRIPM) which is operational since 2017.

The institute will establish an interdisciplinary basic and translational cancer and diabetes research program to meet growing challenges facing UAE health care providers dealing with the increase in cancer burden and diabetes disease. It will focus its activities on comprehensive, translational research and personalized medicine, it will strive to become a center of excellence and a leader in developing personalized medicine in the region by 2022.

TRIPM will work proactively in capitalizing on our strengths. It will stimulate faculty research output by collaborating with colleges, establishing effective research budget system, ensure adequacy and appropriateness of technical platforms, facilities, and manpower resources. TRIPM will activate the scientific dynamism by conducting regular seminars and workshops at the university on a monthly basis. TRIPM has acquired the equipment required to initiate the research program. TRIPM will focus on having a restructured animal core facility (complying to international guides)

as one of the priorities of the second phase of TRIPM strategy.

TRIPM will adopt the strategy to start the Bioinformatic analysis needed for our research activity and the liquid biopsy laboratory in the frame of a collaboration with Gustave Roussy in France and Nencki Institute in Warsaw. This will be clarified in the signed MOU with these Institutions. A bioinformatician will be recruited in a second step when the activity will be significant.

TRIPM will focus its strategy on developing innovative diagnostic tools and therapies based on genomic and translational medicine. TRIPM will enable the university to be the leader for liquid biopsy to bring innovation for cancer diagnosis, prognosis, and treatment. The creation of this laboratory of tumor circulation DNA and liquid biopsy is advancing.

We have appointed the director of our research institute who is one of the leaders & scientist in cancer research. We are committedly working towards acquiring research grants and building research collaborations nationally and internationally. We are strengthening the link between our college faculty and TRIPM by establishing research faculty tracks at each college.

We have implemented the Faculty Performance Review and Development System (FPRDS) which we believe is essential for the development of research at the university. The FPRDS is based on the faculty members' responsibilities and expectations and will evaluate faculty performances in Research Scholarly and Creative Activities in addition to other associated responsibilities.

Strategic Objective 2: To enhance research infrastructure and physical facilities

The institute will concentrate its activities on the development of state-of-the-art research technology platforms (liquid biopsy, NGS, functional genomics, imaging, gene editing) fundamental to position the center in the international scene research field and as a regional leader in personalized cancer immunotherapy.

We will build the most favorable environment for investigators and teams at the level of science, structure, and equipment in order to make TRIPM the most suitable environment for cancer research and diagnosis and a challenging initiative for seamless collaboration between research, education, healthcare, and industry.

Strategic Objective 3: To recruit research-focused faculty and scientists

We are committed to recruiting scientists, faculty members and clinicians who will work together in a synergistic manner in the frame of a well-focused program in order to reach scientific excellence in all domains of research. We are hiring faculty with passion and expertise in research and will be resourcing them with adequate infrastructure, equipment, technology platforms, and customized training to meet the research-intensive goals of the university.

Strategic Objective 4: Fostering innovation and entrepreneurship in Healthcare education through research by starting unique research programs in the form of Short courses, Masters and Doctoral programs.

We are working towards developing unique research programs as short courses in health and the medical profession and further, we will inculcate customized research programs into our master and doctoral programs.

Strategic Objective 5: Develop the Thumbay institutes and post-graduate research programs, supported by strong national and international partnerships

- We will strengthen our potential to respond to national, regional and international shortage and need for competent health workforce through our **Thumbay Institute of Health Workforce Development (TIHWD)** which will build on and expand the existing "Center for Advanced Simulation in Healthcare" (CASH) and the "Center for Continuing Education and Community Outreach" (CCE&CO) and the new "Center for Health Professions Education and Research" (CHPER). It will be the hub for conducting research in the field of medical education, simulation and training, offer postgraduates programs and professional development programs such as Health Professions Education Programs. TIHWD will have

a strong link and seamless integration with the colleges and healthcare divisions through the Academic Healthcare System.

- University's research institute **Thumbay Research Institute of Precision Medicine (TRIPM)** will build on university's potential to acquire and administer national and international grants to finance scientific projects. We use evidence that TRIPM has had applied for research funding and had submitted 6 applications under Sheikh Hamdan Bin Rashid Al Maktoum Award for Medical Sciences project and has applied for research funding to Al Jalila and had submitted 7 applications under Al Jalila seed grants 2018 project. TRIPM will continue to explore new funding opportunities for University and we use evidence of the institute's current initiatives for new funding opportunity named as "Sandookh Al Watan".
- TRIPM will proactively work towards establishing long-term productive collaborations and we use evidence of the recent MOU signed by TRIPM with Nencki Institute of Experimental Biology, Seoul National University Hospital, Rashid Centre for Diabetes and Research (RCDR) at Sheikh Khalifa Hospital Diabetes and Sheikh Khalifa Speciality Hospital, RAK. Other MOUs in the pipeline include Poznan University of Medical Sciences, Medical University of Warsaw, and University Paris South (Paris XI).
- TRIPM will work towards establishing an Intellectual property (IP) regulatory system and will initiate collaboration with big pharma in the frame of our research programs and participate in clinical trials.
- TRIPM will investigate the feasibility of establishing a national Stem Cell Biobank (from cord blood) in cooperation with the MOH by structuring the existing stem cell laboratory and cryo-system facility.
- TRIPM will accelerate a program of publications and track record of high impact publications through international collaborations.
- The **Institute of Population Health and Policy** will focus on postgraduate studies and research in the fields of public health, Epidemiology, Evidence-Based Medicine, Big Data Analysis, Evidence-Based Medicine & Policy, and Global Health. The institute will closely work with the College of Healthcare Management and other colleges.

Strategic Objective 6: Develop a concept for endowed research chairs to build continuous legacy funding

University will add on its faculty research by hiring qualified and adequate faculty with strong research profile across all disciplines.





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Strategic Goal 3

Building GMU-AHS Brand through Engagement

GMU Academic Health System links the healthcare, education and research functions driven by the interactions between itself and its academic partners. Academic Health Systems greatly improve patient care, medical education, and research. The synergies between these central activities improve health and wellbeing, at the same time broadening the horizons of knowledge and ensuring a modern, flexible and sustainable workforce. They also ensure wider community engagement by developing a deeper social conscience and delivering significant economic and health benefits to the community. With our own and network of Hospitals and Medical Centres, Clinics, Pharmacies, Physiotherapy, and rehabilitation centers in Ajman, Fujairah, Sharjah, and Dubai, and Abudhabi and India. The core of AHS is based on the integration of Education, Healthcare, and Research.

Strategic Objective 1: Review key messages and brand guidelines from AHS perspective, and roll out across all (existing and new) platforms

Growth through Innovation is fundamental to the success of Gulf Medical University. The Academic Healthcare system (AHS) adds on to this legacy and forms a strong link between colleges, institutes, and healthcare division. It positions the university and its environment as a place of opportunity which will attract the best researchers and students from around the world. University will ensure optimal utilization of Thumbay group of healthcare facilities (Hospitals, Clinics & Pharmacies) with no external dependence for delivering rich experiential learning experiences to our faculty, staff, and students and accomplishing other strategic objectives of the university.

University colleges and institutes will jointly and proactively work with the Healthcare divisions in contributing to the specialist knowledge through workshops and presentations on key issues in society. We will enhance the transmission of the impact of our research by a stronger digital presence and various community engagement events & activities. TRIPM's monthly seminars & presentations program will serve as such one evidence that furthers the University's objectives of excellence in education, research and community engagement. All university workshop and presentations jointly organized by Colleges, Institutes and Healthcare divisions will form an effective platform for building the GMU-AHS brand.

Strategic Objective 2: Develop a prioritized stakeholder engagement plan, with a focus on community engagement and social accountability.

AHS aims to foster university's potential to effectively engage the community and stimulate collaborations with other industry partners, government agencies, non-governmental organizations, and community groups locally, nationally, and globally for maximizing educational, research and community engagement benefits to the society.

The university will prioritize stakeholder engagement with a focus on community engagement and social accountability. The university will work towards maximizing the value of its collaborations and strategic alliances by ensuring maximum alignment of goals, shared planning and decision making, effective and efficient communication between all stakeholders. We use the evidence of having 38 international collaborations (27 with active status) in Germany, Hungary, U.S.A, Japan, Ghana, Poland, Egypt, China, Pakistan, India, Thailand, U.K., Northern Ireland, and 6 national collaborations.

We will continue to organize/participate in the Annual MASE exhibition, Future Scientists of UAE Program And Young Scientists Project to strengthen our community outreach and be an active contributor to promote creativity and innovation in the younger generations of the community.

We will capitalize on our community outreach activities/programs and faculty and student participation in these programs by establishing a community engagement committee with at least two members from the community representing the community to oversee the performance of university community outreach activities. We believe that this initiative will bridge the gap in our initiatives and open doors for better opportunities to organize quality events with significant impact. We will also establish a system to measure and report the impact of our community outreach or engagement activities.



Colleges will play a very vital role in enhancing the GMU-AHS brand image through stakeholder engagement. The colleges have a group of committed and capable faculty and vibrant students who regularly interact with relevant internal and external scientific and non-scientific communities on various professional development platforms. The colleges communicate effectively through various channels to promote their programs.

Strategic Objective 3: Develop a strategy to maximize the value of collaborations and strategic alliances

The university will work towards maximizing the value of its collaborations and strategic alliances by ensuring maximum alignment of goals, shared planning and decision making, effective and efficient communication between all stakeholders. The value maximization for GMU from its strategic alliances and collaborations will be measured in terms of their contribution in enhancing GMU research, Faculty and Student research publication & Conference outcomes, faculty and student satisfaction with their professional development, the performance of student exchange, student internship, student elective, and student Inbound/Outbound programs.





Strategic Goal 4

Structural Alignment for Efficient and Effective GMU Operations

GMU Services are process driven. Efficiency and effectiveness of these processes directly impact all stakeholder satisfaction and University effectiveness in achieving its vision, mission, and objectives. All GMU processes are defined and managed by well oriented and trained teams. All key process performances are measured and monitored using KPIs which are discussed in periodic committee meetings. Strategies or actions are designed to enhance and sustain process performances. Periodic audit trials are in place to measure and monitor process effectiveness and standard compliance. GMU regularly assesses its performance against internal targets and external benchmarks from the best Higher Education Institutions in the Education Industry.

New products, services, and processes are designed with the objective to meet stakeholder needs, expectations and compliance with standards. Periodic Stakeholder surveys, Focus group discussions, brainstorm sessions, student participation in various meetings constitute different feedback mechanisms to involve students in new service development initiatives. GMU developed its network of hospitals, Clinics, labs and pharmacies across different emirates to provide its students with real-life and rich learning and internship experiences.

The philosophy of Continuous Quality Enhancement in higher education is to ensure continuous enhancement in the sustainability and growth of the institution guided by the evidence-based assessment results and outcomes. Continuous quality enhancement is driven by ensuring the loop is closed. The Ownership of processes is defined and well reflected in the Organization Structure of the Institution. Processes are administered by Policies and SOPs and KPIs are identified to measure the process effectiveness. Processes are centralized or specialized based on flexibility and adequacy of the control mechanism and are mostly technology driven to ensure continuous improvement and effectiveness. Change implementation is well monitored and evaluated to ensure ongoing performance improvement across all processes, functions and university systems.

Strategic Objective 1: Establish leadership capacity which can drive the transformation, organizational culture change, and the strategic plan implementation.

University will continue to build the capacity of its leadership essential for GMU transformation. The university has undertaken transformation in Leadership roles with the appointment of Vice Provost Academics, new dean for the College of Healthcare Management, College of Pharmacy, the appointment of Directors for the newly established thumbay institutes TRIPM and TIHWD. The new organizational structure reflects higher accountability and responsibility on part of the college deans with regards to the management & sustainability of the academic programs and research output under their respective colleges. The leadership transformation will support the change in the organizational culture and the effective implementation of the strategic plan.

Strategic Objective 2: Develop, implement and update policies, procedures for effective and efficient operations within GMU units

University is developing a comprehensive set of new policies and revising the existing policies and procedures across all academic & administrative functions of GMU to support delivery of 2017-22 strategic objectives in line with the university vision and mission. We will improve our services by enhancing our IT infrastructure and systems to ensure a smooth transition ensuring that individuals, departments, and divisions are properly supported with improved information to facilitate planning, decision making, risk management, resource utilization, and performance reporting. The university aims to continue to achieve a stable positive trend in its stakeholder satisfaction rates and will be working jointly with all its academic and admin units to improve its educational technologies, virtual library services, online research resources, and library physical infrastructure.

Strategic Objective 3: Develop a new organizational structure which ensures alignment and collaboration between all units, academic, administration and finance.

- University has developed a new organizational structure at both university and college levels

to support the revised vision, mission and strategic goals. Departments are restructured and people roles have been revised to ensure alignment with new responsibilities in accomplishing the revised strategic objectives. Each College has an organizational structure that reflects the vertical and horizontal integration with the organizational structure of GMU.

- The academic operations of colleges are monitored and evaluated by various college committees which play a vital role in facilitating planning, decision making, quality assurance and performance reporting at the college level. All colleges will work in coherence with various other academic and support units in the development of the budget, allocation of resources, admissions, R&R, etc.
- University has established the Program Evaluation and Quality Assurance committee under each college which plays a vital role in the continuous assessment of the quality of programs under the college and coordinates with other relevant committees, management and support units in addressing the quality gaps, ensuring implementation and monitoring of actions for improvement to achieve the intended outcomes.

Strategic Objective 4: Develop KPIs, reporting systems and risk management approach

- The university will build on its reporting mechanisms and systems through the newly developed quality assurance model of the university which is based on the IPOO model. Colleges will submit the program effectiveness report based on the IPOO model as part of their annual reporting system. The program effectiveness reports will report on the performance of colleges and programs in addition to benchmarking our outcomes at national and international levels. University is developing the risk management plan by involving and engaging all key stakeholders. The stakeholders will play an active role in identifying, analyzing, evaluating all risks associated with their scope of operations along with the risk mitigation strategies.





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