



جامعة الخليج الطبية
GULF MEDICAL UNIVERSITY
ACADEMIC HEALTH CENTER

STRATEGIC PLAN 2023-2027



Introduction

Gulf Medical University (GMU), established in 1998, is a leading medical university in the Gulf region. GMU offers Undergraduate, Postgraduate, and continuing medical education programs in the field of Medicine, Dentistry, Pharmacy, Nursing, Physiotherapy, Laboratory Sciences, Imaging Sciences, and Anaesthesia. During the 2017-22 strategic plan period, GMU expanded in numbers and scope of programs research and publications, international collaboration and quality of programs, built its own hospitals, Dental Centre, and Rehabilitation Centre on campus, creating GMU Academic Health Care System, which accredited in 2023 by the National Institution for Health Specialties.

Gulf Medical University seeks to fulfill its mission of excellence through a five-year strategic plan for 2023-2027. To ensure the plan is robust and reflective of the educational landscape in the UAE, the university engaged relevant stakeholders, including students, faculty, staff, the advisory board, and the Board of Trustees, and conducted in-depth interviews with deans and leadership. International experiences in higher education strategic planning were studied, with a focus on strategies undertaken by successful and innovative universities. The university also evaluated and reviewed its prior strategic plan for 2017-2022, and conducted an extensive environmental scan (SWOT analysis, PESTLE Analysis, and Stakeholders Analysis). Then held a series of workshops attended by over 200 GMU community members to build a consensus around the vision, mission, strategic goals, and objectives.

The strategic plan is aligned to the university's mission of "Pursuing excellence in education, healthcare, and research with a focus on innovation, sustainability, social accountability, and strategic partnerships,".

Purpose of Strategic Plan

With all changes and challenges facing higher education across the globe, GMU has embraced strategic planning as a way of supporting its efforts to achieve broad institutional goals. Its previous five-year plan (2017-2022) was based on a massive expansion plan includes its expansion in the educational programs, established three institutions and five centers, built its own hospitals (Dental Centre, and Rehabilitation Centre) on GMU campus expanded its network of affiliated hospitals, clinics, and pharmacies creating GMU Academic Health Care System. The university has carefully monitored progress in meeting the aims of the strategic plan, revealing that its implementation has been completed and achieved with high rates (above 95%). The purpose of developing a strategic plan for 2023-2027 for GMU is to ensure that the institution is well positioned to stay competitive in a changing market and to achieve its broad institutional goals. The plan will provide a framework of priorities to measure progress and adjust the plan as needed. The plan is based on a SWOT analysis to identify the institution's internal strengths and weaknesses, and external opportunities and threats. It includes mission statements to guide the university's decision-making and objectives that will identify key areas of focus and allocate resources accordingly. By implementing such a plan, GMU can ensure that it is able to grow and stay ahead of its competition while providing the best educational opportunities to its students.

Strategic Planning Methodology

GMU developed a comprehensive five-year strategic plan for the period 2023-2027 based on an extensive assessment of its prior plan and an analysis of international higher education strategies. The process included engagement of stakeholders, environmental scanning, benchmarking, and development of the plan. Key Performance Indicators were developed to monitor progress and an electronic platform was created to create operational plans. This plan aims to improve the quality of education, increase the number of educational programs and physical facilities available, boost research capabilities, enhance student experiences, and promote social responsibility among students, faculty and staff.

A) Engagement of Stakeholders: GMU conducted an extensive stakeholder analysis to determine the best approach to engage with students, faculty, staff, the advisory board, and the Board of Trustees. They adopted a consultative approach involving surveys, interviews, and meetings. Additionally, more than 200 members of the GMU community gathered for workshops to collaborate and come up with unified goals and objectives.

Link:

B) Assessment of Prior Plan: GMU conducted a detailed assessment of its prior strategic plan for 2017-2022 to evaluate successes, areas needing improvement, and any new opportunities. The assessment included an analysis of the university's performance, operations, and external environment. The findings of this assessment were used to inform the development of the university's new strategic plan Link.

C) International Benchmarking: This study examined international higher education strategic planning strategies, with a focus on successful and innovative universities. Insights were drawn from these universities to identify best practices for improving the strategic planning process. Findings also explored the impact of the strategies implemented by universities on their overall performance, and potential for further improvement.

D) Environmental Scanning: GMU used environmental scanning to assess the external environment and identify potential opportunities and threats. This process included conducting a SWOT Analysis Link to identify Strengths, Weaknesses, Opportunities, and Threats; a PESTLE Link: Analysis to analyze Political, Economic, Social, Technological, Legal, and Environmental factors; and a Stakeholders Analysis to assess the interests and expectations of the organization's stakeholders. By undertaking these analyses, GMU is able to gain a better understanding of the external environment and identify any potential opportunities or threats.

Develop Strategic Plan: GMU a five-year strategic plan for the period 2023-2027 is focused on seven main goals across five main themes: quality, growth in educational programs and physical facilities, research, student experiences, and social accountability.

The plan aims to improve the quality of education, increase the number of educational programs and students. Expands its physical facilities available, boosts research capabilities, enhances student experiences, and promotes social responsibility among students, faculty and staff.

To achieve these goals, the university plans to strategically invest in new technologies and infrastructure, hire more talented faculty and efficient staff, and expand its research capabilities. Furthermore, the university will strengthen students' support services, such as mental health services, career guidance, and develop more student clubs. Additionally, the university will focus on initiatives and activities that promote social responsibility and environmental sustainability.

Through this strategic plan, the university hopes to achieve a more comprehensive, holistic learning and research environment and provide high-quality recognized education that is acclaimed internationally.

Monitor Progress: GMU developed Key Performance Indicators (KPIs) for each strategic objective and created an electronic platform for colleges and administrative departments to create their operational plans. This platform is supported by a monitoring system to track progress toward meeting the targets of the strategic plan and to facilitate necessary adjustments to the plan when needed.

Organizational Vision, Mission and Core Values

Vision

An internationally acclaimed sustainable Academic Healthcare Institution

Mission

Pursue excellence in education, healthcare, and research with a focus on innovation, sustainability, social accountability, and strategic partnerships.

Organizational Mandate

1. Gulf Medical University is dedicated to offering high-quality educational opportunities for all health professionals, enabling them to further their studies and continue their professional advancement.
2. We strive to be leaders in healthcare, meeting the ever-evolving needs of our country, region and globe.
3. Through research and discoveries in biomedicine, population health, healthcare systems and Medical Education, we aim to advance our knowledge and understanding.
4. Via our Academic Healthcare System, Hospitals, Clinics, and Centers of Excellence, we also seek to enhance healthcare in the UAE and the GCC.
5. Moreover, we are committed to delivering high-quality health care to all segments of the community and encouraging a healthy lifestyle.

Core Values

Values: (EXCELLENCE)

E: Excellence: We pledge to excel in all we do

X: Xenial: We embrace diversity and inclusion and believe that a source of strength that enriches our educational and work environment.

C: Commitment: We are dedicated to academic freedom, student-centered learning, high-quality research, and service that contributes to the advancement of the health professions and society.

E: Ethics: We conduct ourselves with honesty, respect, fairness, and compassion and we encourage an academic atmosphere that upholds the highest academic integrity standards in learning, research, and respect for regulations, laws, and culture.

L: Leadership: Serving as a role model for the future generation of healthcare professionals.

L: Loyalty: We are loyal to our mission and to the GMU community.

E: Equity: We are striving for fair treatment and justice for all GMU family members, which includes students, staff, faculty, and alumni.

N: Novelty: We have a unique perspective on learning, teaching, and assessment methods, we are devoted to advancing intelligent pedagogy to evolve medical education.

C: Creativity: We encourage our students, faculty, and staff to be open, curious, and explore unique ideas in an environment of respectful inquiry to generate innovative solutions and diverse learning opportunities.

E: Engagement: We challenge one another to be fully engaged, and responsible academicians with ethics, knowledge, skills, and desire to improve self and community.

Strategic Framework

Strategic Goals and Objectives

Strategic Goal 1:

Instill quality culture across GMU academic programs through integration, innovation, digitalization, and national and international engagement.

Strategic Objectives:

- 1.1. Renewal of Institutional Licensure by CAA, Ministry of Education, UAE in 2024.
- 1.2. Full accreditation of the programs by CAA, Ministry of Education, UAE.
- 1.3. Expansion of international accreditations at institution and program levels.
- 1.4. Increase GMU's visibility by enhancing its status in regional and global rankings by 2027.
- 1.5. Strengthen the quality assurance system and assessment for all academic programs.

Strategic Goal 2:

Expand the portfolio of Health Professions Education programs (UG, PG, micro-credential, and short courses) to respond to current and future societal and global needs.

Strategic Objectives:

- 2.1 Identify and develop a range of unique academic and professional development program offerings in UGs, PGs, micro-credential programs, short course, vocational, diplomas and certificates based on health sector needs (Towards Sustainable Development Goals, internationalization, and online distance learning).
- 2.2 Collaborate with reputable international universities to offer dual graduate programs.
- 2.3 Sustain enrollment to full capacity across all programs (current and new).

Strategic Goal 3:

Developing Solution-Focused Research with an impact on healthcare and health professions education.

Strategic Objectives:

- 3.1. Foster a research and innovation culture within GMU and offer the necessary supporting environment (infrastructure, physical facilities, and recruiting research-focused faculty and scientists).
- 3.2. Developing research abilities of faculty and students.
- 3.3. Diversify and sustain funding resources for research projects and maintain the concept for endowed research chairs to build continuous legacy funding.
- 3.4. Activate the Thumbay Institute of Population Health.

Strategic Goal 4:

Effective and efficient GMU operations systems (Academic, administrative, and financial)

Strategic Objectives:

- 4.1. Advance the GMU Governance structure to align with global best practices.
- 4.2. Strengthen the monitoring, evaluation, and risk management mechanisms, with periodic reporting.
- 4.3. Strengthen the administration processes for efficient and effective management in the areas of registration, finance, procurement, contracts follow-up, audit system, HR, legal, IT services, Laboratory, Health & safety, and common services for all university units with high efficiency.
- 4.4. Develop a comprehensive and effective marketing plan to promote the university's mission, vision, and values.
- 4.5. Establish GMU data governance framework to ensure up-to-date, accurate, and consistent timely information drive the decision- making.
- 4.6. Ensure stakeholders are engaged and satisfied with institutional effectiveness.

Strategic Goal 5:

Foster an enriching student experience and promote student success.

Strategic Objectives:

- 5.1. Provide a supportive learning environment with dedicated faculty.
- 5.2. Provide extracurricular activities that foster student growth and development.
- 5.3. Increase student and alumni engagement, belonging, and loyalty by creating meaningful opportunities for their involvement and collaboration.
- 5.4. Develop student leadership skills through service-learning and volunteer opportunities.
- 5.5. Utilize technology to create interactive and engaging learning experiences.

Strategic Goal 6:

Increase the university's physical capacity to respond to GMU growth and become a leading green university in the region.

Strategic Objectives:

- 6.1. Expand the university's physical capacity to accommodate academic growth (Construct additional lecture halls, laboratories, research facilities, and parking lots, and expand the library)
- 6.2. Upgrade the IT infrastructure and equipment to provide high-speed internet access, improve the quality of online instruction, and support learning resources for face-to-face and online education programs where pedagogically appropriate and feasible.
- 6.3. Enhance policies and procedures to encourage green initiatives.

Strategic Goal 7:

Emphasize the importance of community engagement/ social accountability across all operations.

Strategic Objectives:

- 7.1. Broaden GMU's community engagement directions to include SDGs priorities in collaboration with the government, NGOs to serve the local community, and less privileged groups (e.g. SDGs related conferences, International gathering and measuring data, developing best practices, and other activities).
- 7.2. Strengthen effective local, regional, and international partnerships in strategic areas (e.g. MoUs), and develop a comprehensive monitoring and evaluation system for MoUs to ensure that all partners fulfill their obligations.
- 7.3. Provide health, education, and sports services for the local community.

GMU strategy is being aligned with the relevant UAE Government Strategic Plans

| GMU Strategic Plan | National Strategy for Higher Education 2030 | Ministry of Education Strategy | Dubai Health Strategy 2021 | The National Employment Strategy 2031 |
|---|--|--|---|--|
| Instill quality culture across GMU academic programs through integration, innovation, digitalization, and national and international engagement. | The National Quality Framework initiative aims to develop assessment-based standards capable of taking into account the different local needs while applying an effective quality control system. | Ensure inclusive quality education including pre-school education. Ensure quality, efficiency and good governance of educational and institutional performance, including the delivery of teaching. Establish a culture of innovation in an institutional working environment. | Ensuring the provision of a high quality comprehensive and integrated health service system Achieving innovation | Focusing on attracting talent by enhancing knowledge and cultural diversity. |
| Expand the portfolio of health professions education programs (UG, PG, micro-credential, and short courses) to respond to current and future societal and global needs. | The Investment in Knowledge initiative aims to increase the number of Ph.D. students by increasing support for postgraduate funding and creating incentives to pursue higher education by ensuring attractive job opportunities. | Attract and prepare students to enroll in higher education internally and externally, in light of labor market needs. | Improving efficiency in providing healthcare | Empowering labour productivity and providing national human resources with the skills required for the labour market Promoting lifelong learning programmes Promoting entrepreneurship |
| Developing Solution-Focused Research with an impact on healthcare and health professions education. | The Competitive Research Funding initiative will create a platform to provide funding for research in vital sectors and stimulate the collaboration between higher education institutions and the private sector | Strengthen the capacity for scientific research and innovation in accordance with the quality, efficiency and transparency standards. | | Increasing the number of research and development (R&D) personnel |

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| Effective and efficient GMU operations systems (Academic, administrative, and financial) | | Achieve excellent leadership and educational efficiency. Provision of quality, efficient and transparent administrative services, in accordance with the quality, efficiency and transparency standards. | | |
| Foster an enriching student experience, and promote student success. | The Expanded Professional Experience initiative will provide a variety of career training programmes to students such as on-campus work, job shadowing, joint ventures and vocational trainings. | | | Training on future skills and skill development programmes |
| Increase the university's physical capacity to respond to GMU growth and become a leading green university in the region. | | Ensure safe, conducive and challenging learning environments. | | |
| Emphasize the importance of community engagement/ social accountability across all operations. | | | Creating an effective ecological system for healthcare sector in Dubai in collaboration with the private and public sectors. | |





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