



جامعة دبي الطبية  
DUBAI MEDICAL UNIVERSITY

# **DMU Strategic Plan**

## **2024-2029**



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## Overview of Dubai Medical University (DMU)

Dubai Medical University henceforth referred to as DMU was established to pursue the vision of Late Haji Saeed Ahmed Lootah who was a visionary in the field of education in the UAE. The great visionary had established Dubai Medical College in 1986, and Dubai Pharmacy College in 1992, Islamic School, technical Center and Dubai Medical University Hospital. Identifying the significance of multidisciplinary collaboration and a holistic approach to healthcare education, a transformative change by bringing together the two already established institutions, and the new venture the College of Nursing (2023); is a milestone achievement. This landmark amalgamation marked the establishment of Dubai Medical University.

This transition is anticipated to create a comprehensive healthcare educational institution that would offer a wide range of programs, from undergraduate to postgraduate degrees, in various fields of healthcare. The establishment of DMU would not only enhance the quality of education but also provide students with a more diverse learning experience while enhancing the healthcare industry in Dubai and UAE.

## About DMU Strategic Plan 2024-2029

The Strategic Plan portrays the collective aspirations of Dubai Medical University. The basis of the strategic plan is to focus on the values, vision, mission, strategic goals, objectives, strategic initiatives and keyways to achieve the objectives. DMU Strategic plan is aligned with four pillars of UAE Centennial 2071. In the Strategic Plan, some areas are more operational in nature, while others are designed to be more aspirational and long term. The strategic plan is driven by DMU's six strategic goals with five strategic objectives, while its initiatives address multiple keyways and keeping up with the All the College's culture of working together towards achieving common goals. The University's six goals are closely aligned with the UAE Centennial 2071. An inclusive process was used to develop the plan and is described in a later section of this strategic plan. Key Performance Indicators (KPI) have been prepared to monitor the achievement of the strategic goals annually over a period of five years.

## DMU Vision, Mission, Values, Mandates, and Goals

The Strategic Plan portrays the collective aspirations of Dubai Medical University. The basis of the strategic plan is to focus on the values, vision, mission, strategic goals, objectives, and strategic initiatives to achieve the objectives.

### DMU Vision

DMU will be known as a university with transformational impact and will be one of the top world Research intensive Universities in Medicine and Health Sciences. To do this we will empower the



next generation of health care leaders with all the skills needed in education, research/innovation, clinical practice, and leadership/management. Our students, staff and faculty will thus form wider impactful partnerships with quality outputs, for the patients, community, peers and the international medical society.

### DMU Mission

DMU is committed to educate and nurture the next generation of competent health care professionals through excellent learning environment, research, innovation, leadership for the next generation, as well as impactful partnerships with quality outputs.

### DMU MANDATE

1. To educate and develop highly skilled and compassionate health care professionals who are prepared to meet the needs of patients and the community.
2. To conduct research and innovation that advances the knowledge and practice of medicine.
3. To develop leaders in healthcare
4. To form impactful partnerships with quality outputs.

### DMU VALUES

**Compassion (aka Values driven):** Teach students to demonstrate empathy, sensitivity, and kindness in academic programs while engaging with patients and their families, peers, and the wider society.

**Growth (aka Continuous Learning):** The progress students make in their academic skills, knowledge, and abilities over a period of time as reflected in their academic performance.

**Holistic (aka Quality):** Teach students to apply an inclusive and comprehensive approach to quality practice that embraces the interconnectedness of various aspects of patients' life such as their personality, mental health, intellectual, emotional, physical, social, and spiritual well-being.

**Innovation (aka Creativity):** Embracing new medical developments and healthcare technologies, methodologies, and approaches to enhance education and advance healthcare progress and delivery.

**Wellness (aka Authenticity):** The holistic promotion of physical, mental, and emotional well-being among faculty, staff, students, and community.

### DMU STRATEGIC GOALS (SG)

DMU's strategic goals serve as a roadmap for the institution's future endeavors and reinforce their commitment to preparing the next generation of healthcare leaders.



#### *Strategic Goal 1 (Values Driven):*

To enhance student values and inspire compassion, ethical culture and success.

#### *Strategic Goal 2 (Lifelong Education):*

To promote academic excellence through innovative learning environment and the pursuit of lifelong learning and the iteratively developing needs of society.

#### *Strategic Goal 3 (Research and Innovation):*

To be a leading center of excellence in medical research and innovation by exploiting creativity in all we do following UAE goals and standards.

#### *Strategic Goal 4 (Authentic Leadership):*

To foster strategic partnerships and community engagement.

#### *Strategic Goal 5 (Quality Clinical Practice):*

To enhance human capital to develop professional knowledge and skills.

#### *Strategic Goal 6 (Growth):*

To expand health education programs.

In conclusion, the university's goals have been intricately linked to the pillars of the UAE Centennial plan 2071. Through its commitment to enhancing student experience, promoting academic excellence, engaging in strategic partnerships, and expanding health education programs, DMU aims to contribute to the UAE's vision of a future-focused government, a diversified knowledge economy, excellent education, and a happy and cohesive society.

### **DMU Goals aligned with Pillars of UAE Centennial 2071**

The United Arab Emirates (UAE) is a nation that has constantly demonstrated a forward-looking vision for its future and development. As it sets its vision on the future and growth, the UAE government has laid out an ambitious strategy known as the "UAE Centennial 2071" This visionary initiative of UAE government encompasses a wide range of goals set on pillars and aspirations aimed at transforming the country into a global hub for research, innovation, sustainability, and prosperity over the next five decades. One of the crucial aspects of achieving these aspirations rests in the alignment of various government and private institutions, including higher education, with the overarching objectives of the UAE Centennial 2071. DMU's strategic goals have been aligned with the pillars of the UAE Centennial 2071, demonstrating its commitment by contributing to the nation's long-term vision and sustainable growth objectives. By examining the intersection of DMU's mission and the four pillars of the UAE Centennial 2071, we gain insights as to how education and research institutions play a pivotal role in determining the UAE's future trajectory.

**Strategic Goal 1** of DMU is to enhance student experience and inspire an ethical culture and success. This goal directly linked to the UAE Centennial plans' **Pillar 4: A happy and cohesive society**. By providing a supportive learning environment for its students, DMU aims to instill values of empathy, integrity, and compassion for the betterment of the community. These qualities would contribute to the personal and professional success of students and lead to the overall cohesiveness and happiness of society and community.

**Strategic Goal 2** of DMU is to promote academic excellence through an innovative learning environment. This goal aligned with the UAE Centennial plans' **Pillar 2: Excellent education**. DMU believes in fostering a culture of creativity and innovation, it could empower its students to become critical thinkers and problem solvers in all areas of life. This would contribute to the development of a knowledgeable and skilled workforce, which is essential for the UAE's vision of becoming a global leader in various fields of education.

**Strategic Goal 3** of DMU is to be the leading center of excellence in medical research and education. This goal was directly linked to the UAE Centennial plans' **Pillar 3: A diversified knowledge economy**. By investing in medical research and education, the university aims to contribute to the growth of the healthcare sector in the UAE, thus impacting its economy positively. This would not only attract international collaborations and partnerships but also create opportunities for innovation and economic diversification.

**Strategic Goal 4** of the university was to engage in strategic partnerships and community outreach. This goal aligned with the UAE Centennial plans' **Pillar 1: Future-focused government**. The university recognized the importance of collaboration and cooperation with various sectors, including government entities, industries, healthcare and the local community. By actively engaging in partnerships and community outreach initiatives, the university aims to contribute to the overall development and progress of the nation by aligning its long-term strategic plans to the Centennial 2071 Plan.

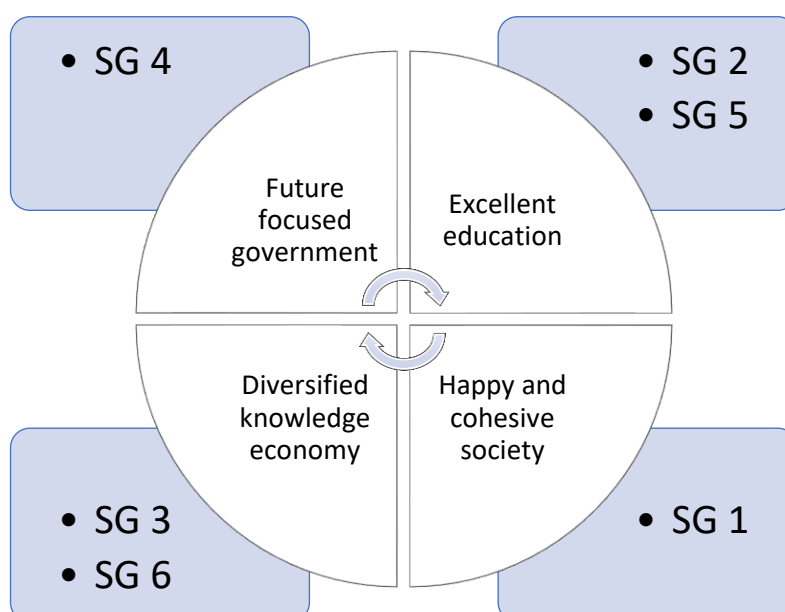
**Strategic Goal 5** of the university was to enhance human capital to develop professional knowledge and skills. This goal was directly linked to the UAE Centennial plans' **Pillar 2: Excellent education**. The university believed that by capitalizing in the development of its students' knowledge, skills and competencies, DMU would positively contribute to the overall growth and competitiveness of the UAE's healthcare workforce. By producing highly skilled professionals, the university aims to support the nation's vision of becoming a global leader in the academic sector.

**Strategic Goal 6** of the university was to expand health education programs. This goal aligned with the UAE Centennial plans' **Pillar 3: A diversified knowledge economy**. DMU recognizes the importance of developing a strong healthcare sector to support the nation's growing population

and evolving healthcare needs. By expanding its health education programs, the university aims to produce highly qualified healthcare professionals who would ultimately contribute to the overall well-being and development of the UAE's Knowledge economy.

In conclusion, the university's goals have been intricately linked to the pillars of the UAE Centennial plan 2071. Through its commitment to enhancing student experience, promoting academic excellence, engaging in strategic partnerships, and expanding health education programs, DMU aims to contribute to the UAE's vision of a future-focused government, a diversified knowledge economy, excellent education, and a happy and cohesive society.

UAE Centennial Pillars 2071	DMU Strategic Goals ( SG)
<b>1.Future-focused government.</b>	SG 4: To engage strategic partnerships and community outreach with informal and formal leadership and self-leadership programs.
<b>2.Excellent education:</b>	SG 2: To promote academic excellence through innovative learning environment and the pursuit of lifelong learning and the iteratively developing needs of society.
	SG 5: To enhance development of the clinical skills by optimising the professional knowledge and capabilities.
<b>3.A diversified knowledge economy:</b>	SG 3: To be a leading center of excellence in medical research and innovation by exploiting creativity in all we do following UAE goals and standards.
	SG 6: To expand health education programs.
<b>4.A happy and cohesive society:</b>	SG1: To enhance student values and inspire, compassion, ethical culture and success.





## DMU Strategic Planning Process

The University goals were prepared through several rounds of discussions with the University steering Committee and all DMU stakeholders. Additionally, the data from the survey analysis and feedback from all stakeholders were used in the preparation of the Mission, Vision, Goals and Objectives.

### Phases of Strategic Planning at Dubai Medical University:

#### *Strategy Formulation Phase:*

1. Data collection and study of internal and external factors
2. Input and feedback from stakeholders
3. Use of input and feedback from Institutional Reports, surveys and internal factors
4. Formulate strategies goals, objectives, priorities, and initiatives to achieve goals
5. Plan for review

#### *Strategy implementation Phase:*

1. Communication of strategy to stakeholders
2. Conducting awareness workshops
3. Allocating resources & developing competencies of people
4. Implementation of strategic initiatives

#### *Strategy Assessment phase:*

1. Data collection, assessment, and reporting
2. Outcomes assessment Matrix
3. Gap analysis & progress reports
4. Preparing corrective action plan/improvement plan if required

#### *Review Phase:*

1. Reassessing the organizational and strategic needs
2. Analysis of the strengths and weaknesses
3. Proposals for redefining strategic initiatives and action plans, if needed

## Stakeholders Input In Strategy Development

DMU mission, goals, objectives and initiatives in the Strategic Plan provides the perspective for the mission, goals and activities defined by each academic Unit and non-academic/academic support unit. Strategic planning is organized in a hierarchical way so that goals are very broad at the University level but are more specific as they cascade to objectives and reflect specific action items at the academic program/unit level. Through measurement of successful delivery against targets, DMU can identify whether it is on track to achieve the key outcomes in the plan, identify risks at an early stage, and take remedial actions if needed. The data of review and



assessment of all the colleges and the qualitative inputs received from external stakeholders will be reviewed annually and is documented in a Strategy review report.



All stakeholders such as students, parents, alumni, administrators and faculty, community stakeholders, healthcare providers

Operational Action Plans are derived from the strategic objectives by the Quality Assurance and Institutional Effectiveness Dept. The implementation will be monitored to ensure smooth implementation towards achievement of goals.

Measurable Key performance Indicators (KPIs) are determined that are specific, measurable, achievable, relevant, and time-bound (SMART) objectives. These objectives align with the organization's mission and vision and address the identified challenges and opportunities.

The Quality Assurance and Institutional Effectiveness Dept supports by providing tools for assessment, performing relevant surveys to help them perform outcomes assessment, and building competencies in this area.

## SWOT Analysis

Quality Assurance & Institutional Effectiveness Department launched a survey that was circulated thorough email to collect the feedback of stakeholders to identify and assess its

internal strengths and weaknesses and recognize the external opportunities and threats it faces in the context of the healthcare and education industry. Using the results of the stakeholders surveys, results have been incorporated in this analysis where the university can develop strategies to leverage its strengths, address weaknesses, work on opportunities, and mitigate threats to achieve its medical educational and research goals. Focus group meetings were conducted to receive qualitative input from stakeholders.

#### *Strengths:*

1. **Reputation:** The Colleges at Dubai Medical University have a strong reputation for providing high-quality education and producing well-trained healthcare professionals to benefit the Community. This reputation attracts high achieving students and diverse faculty members.
2. **Faculty Expertise:** Colleges at DMU have highly qualified and experienced faculty members who possess terminal degrees and are experts in their respective fields of knowledge and experience.
3. **Accreditation:** The Programs at DMU are accredited by recognized accreditation bodies, ensuring that the curriculum and teaching methods meet the required standards of the industry. This gives students confidence in the quality of education students will receive. All academic programs are accredited by the Commission of Academic Accreditation UAE.
4. **DMU contains well equipped laboratories and Simulation Center:** to provide students the required training facilities DMU has modern facilities, including well-equipped laboratories, a state of art simulation center, and partnership with local hospitals for clinical training. These facilities will enhance the learning experience and provide students with hands-on training experience.
5. **Research opportunities:** DMU encourages and supports research activities allowing students and faculty to contribute to medical advancements in different areas of research. This helps to attract students interested in research and enables the university stay at the forefront of medical knowledge.
6. **Strong partnerships:** The university has established partnerships with hospitals, clinics, and healthcare organizations. These partnerships provide students with opportunities for internships, clinical rotations, and job placements, enhancing their practical skills and employability.
7. **Strong Alumni Network:** Medical and Pharmacy Colleges of Dubai Medical University comprise of an active and influential alumni network that can support current students, provide mentorship, and contribute to the university's development.

#### *Weaknesses:*

1. Faculty retention: Retaining experienced and skilled faculty members can be a challenge. The university needs to provide competitive salaries, professional development opportunities, and a supportive work environment to retain talented faculty.
2. Limited international partnerships and exposure: The Colleges in the university may have limited partnerships or student exchange programs with international institutions. This may restrict the exposure of students and faculty to global healthcare practices and research collaborations.
3. Administrative Challenges: Challenges may be faced due to integration of services if inefficient administrative procedures are adopted. This may lead to delays in the transformation and hinder overall operations.

#### *Opportunities:*

1. Growing demand for healthcare professionals: The increasing demand for healthcare professionals provides an opportunity for the university to expand its programs in different healthcare specialties and attract more students.
2. Technological advancements: DMU can leverage the evolving technological advancements, such as telemedicine, virtual reality and artificial intelligence, to enhance teaching methods and provide innovative healthcare training.
3. International collaborations: Establishing partnerships with international universities and healthcare organizations can present opportunities for student and international faculty exchanges, joint research projects, and exposure to diverse healthcare systems on international platforms.
4. Continuing education: Offering continuing educational programs for healthcare professionals can generate additional revenue and strengthen the university's position as a provider of lifelong learning in the medical field.
5. Community engagement: Engaging with the local community through health outreach programs and partnerships with community organizations that can enhance the university's reputation and contribute to community health initiatives.
6. Online education: Explore the growth potential of online and hybrid education models, which can attract a broader audience, including international students.
7. Micro-credentials: Leverage on the development of micro credentials and short-term certification courses to generate revenue for the University.

#### *Threats:*

1. Evolving healthcare industry: The evolving healthcare industry and changes may require the university to adapt its curriculum and teaching methods to meet new demands and stringent regulations.



2. Competitive market: Other universities may offer similar healthcare education programs, making it challenging to attract and retain high-caliber students and faculty.
3. Technological disruptions: Rapid advancements in technology can disrupt traditional teaching methods and require the university to invest in new infrastructure and training to keep up with the changing landscape.
4. Faculty Shortage: Difficulty in recruiting and retaining qualified faculty members due to a shortage of specialized professionals in respective disciplines.

## Strategic Goals And Strategic Objectives

### *Strategic Goal 1:*

To enhance student values and inspire compassion, ethical culture and success.

#### *Strategic objectives:*

- 1.1 Support student scholarships and financial aid.
- 1.2 Provide leadership programs to students to enable them to acquire competitive roles in Public and private sector.
- 1.3 Promote an inclusive ethical, and engaging learning environment for students
- 1.4 Implement competency-based learning outcomes
- 1.5 Create a mentoring support system to promote student well-being and mental health
- 1.6 Implement comprehensive student support services and resources to assist students in their academic pursuits.
- 1.7 Implement effective and robust assessment mechanisms to monitor and improve learning outcomes.

### *Strategic Goal 2:*

To promote academic excellence through innovative learning environment and the pursuit of lifelong learning and the iteratively developing needs of society.

#### *Strategic objectives:*

- 2.1 Create a flexible, engaging, collaborative and accessible digital learning environment.
- 2.2 Enhance curriculum design and delivery methodology to promote critical thinking, active learning, and clinical skills development.
- 2.3 Enhance the quality of teaching by adopting incorporating technology, innovative teaching methods, to facilitate teaching and learning.
- 2.4 Incorporate innovative technologies and simulation-based training/learning to enhance practical skills and improve patient outcomes.



### *Strategic Goal 3:*

To be a leading center of excellence in medical research and innovation by exploiting creativity in all we do following UAE goals and standards.

#### *Strategic objectives:*

3.1 Develop and promote a proactive research environment that encourages researchers, faculty and students to pursue research in medical sciences.

3.2 Establish scientific research centers and laboratories focusing on areas of high demand and relevance in the medical field.

3.3 Promote collaboration between basic science researchers and clinical practitioners to facilitate research.

3.4 Secure external funding and grants to support research projects and promote excellence in research.

3.5 Provide access to medical databases and online resources to support self-directed learning and research facilities to faculty and students

### *Strategic Goal 4:*

To engage strategic partnership and community outreach.

#### *Strategic objectives:*

4.1 Promote partnerships and MOUs with local and International Universities to enhance training experience.

4.2 Promote Community outreach and health education campaigns for community awareness

4.3 Encourage active participation and volunteerism.

4.4 Promote Health science fairs and workshops.

### *Strategic Goal 5:*

To enhance human capital to develop professional knowledge and skills.

#### *Strategic objectives:*

5.1 Implement continuous learning and development programs.

5.2 Promote lifelong learning and continuing education.

5.3 Foster leadership and management development.

5.4 Identify high-potential employees and implement leadership development programs to nurture future leaders.



5.5 Provide managerial training to enhance leadership skills, decision-making abilities, and effective communication among managers and supervisors.

*Strategic Goal 6:*

To expand health education programs.

*Strategic objectives:*

6.1 Develop specialized concentrations within health science education catering to diverse career paths.

6.2 Organize Health Science Education Conferences, seminars and Symposiums.

6.3 Ensure Quality assurance standards are maintained in educational programs.