



# **RAKMHSU Postgraduate Strategic Plan [2023-2028]**



**RAK Medical and Health Sciences  
University**

**Reviewed & Edited: September 2023**

### **1.1 Vision:**

To be a globally recognized leader in postgraduate medical and health education, Research, and innovation, contributing to advancing healthcare and medical knowledge.

### **1.2 Mission:**

To provide exceptional postgraduate education, conduct cutting-edge Research, and foster innovation in medicine and health while producing competent and compassionate healthcare professionals.

### **1.3 Core Values:**

1. Excellence in Education and Research
2. Patient-Centered Care
3. Collaboration and Interdisciplinary Approach
4. Integrity and Ethics
5. Continuous Learning and Innovation



RAKMHSU POSTGRADUATE STRATEGIC PLAN (2023-2028)	
Objectives	Action Steps
<b>Goal 1: Academic Excellence</b>	
<b>1.1: Enhance and diversify postgraduate programs to meet evolving healthcare needs.</b>	1. Conduct a comprehensive review of current programs and identify gaps.
	2. Establish a task force of faculty members and industry/healthcare experts to propose new program ideas.
	3. Develop new curricula based on industry needs and emerging healthcare trends.
	4. Collaborate with industry partners to offer practical training and internships.
<b>1.2: Recruit and retain top-notch faculty members renowned in their respective fields.</b>	1. Conduct a faculty needs assessment to identify key areas for recruitment.
	2. Develop competitive compensation packages to attract top talent.
	3. Launch targeted faculty recruitment drives through various channels.
	4. Implement mentorship programs to support new faculty.
<b>1.3: Establish centers of excellence for specialized research and training</b>	1. Identify key areas of expertise and Research where centers of excellence can be established.
	2. Allocate dedicated resources, including faculty and funding, to support the establishment of these centers.
	3. Develop a detailed plan for each center, including research goals, faculty recruitment, and infrastructure needs.
	4. Promote collaboration and knowledge sharing among the centers
<b>1.4 : Ensure Quality Assurance and Accreditation</b>	1. Review and revise existing quality assurance policies and procedures.
	2. Identify relevant accreditation bodies and their requirements for postgraduate programs.
	3. Align curriculum, faculty qualifications, and infrastructure with accreditation standards.
	4. Establish a continuous monitoring and improvement process.

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<b>1.5: Promote Interdisciplinary Learning</b>	1. Identify opportunities for interdisciplinary learning across medical, pharmacy, nursing, and dentistry programs.
	2. Develop interdisciplinary courses or projects that encourage collaboration.
	3. Establish a framework for faculty to promote interdisciplinary teaching.
	4. Create incentives for students to participate in interdisciplinary learning activities.
<b>2. Research and Innovation</b>	
<b>2.1: Invest in research infrastructure and technology to facilitate groundbreaking medical research.</b>	1. Assess current research facilities and identify technology gaps.
	2. Allocate funding for new equipment and technology upgrades.
	3. Develop training programs for faculty and students on new research tools.
	4. Collaborate with industry partners to access advanced research technologies.
<b>2.2: Foster interdisciplinary collaboration to address complex healthcare challenges</b>	1. Identify potential research partners, both within the university and external organizations.
	2. Establish formal collaboration agreements with selected research partners.
	3. Create interdisciplinary research teams for targeted research areas
	4. Regularly convene research team meetings and foster a culture of collaboration
<b>2.3: Enhance Funding and Grants Acquisition</b>	1. Identify available funding sources and grant opportunities relevant to the university's research focus areas.
	2. Develop a comprehensive grants strategy, including grant application preparation and submission processes.
	3. Establish a grants management team for tracking, applying for, and

Objectives	Action Steps
	managing grant awards.
	4. Provide grant-writing workshops and support to faculty and researchers.
<b>2.4: Facilitate the Translation of Research into Practical Applications</b>	1. Identify research outcomes with potential practical applications.
	2. Create partnerships with industry stakeholders to facilitate the translation of research findings.
	3. Establish mechanisms for technology transfer and intellectual property management
	4. Promote knowledge dissemination through publications, conferences, and workshops
<b>2.5: Foster International Research Collaborations.</b>	1. Identify potential international research partners and networks.
	2. Establish formal agreements for international research collaboration
	3. Facilitate researcher exchanges and joint research projects.
	4. Promote international research conferences and symposia
<b>Goal 3: Student-Centered Approach</b>	
<b>3.1: Offer comprehensive support services to ensure student success and well-being.</b>	1. Identify the key support services needed by postgraduate students.
	2. Develop and implement a comprehensive support services framework.
	3. Establish dedicated support teams to assist students with academic, career, and personal challenges.
	4. Monitor and evaluate the effectiveness of support services regularly
<b>3.2: Provide mentorship and opportunities for practical training and experiential learning</b>	1. Identify opportunities for practical training and experiential learning in postgraduate programs.

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	2. Develop partnerships with relevant organizations to facilitate practical training opportunities.
	3. Integrate experiential learning components into postgraduate curricula.
	4. Monitor and assess the impact of practical training and experiential learning on student development.
<b>3.3: Implement flexible learning models to accommodate diverse student needs.</b>	1. Assess the current learning models and identify areas for flexibility.
	2. Develop and implement flexible learning models, including online and blended learning options
	3. Provide faculty training to adapt to flexible teaching methods.
	4. Collect feedback from students and faculty on the effectiveness of flexible learning models.
<b>3.4: Promote Faculty Mentorship</b>	1. Identify faculty members willing to serve as mentors.
	2. Match postgraduate students with suitable faculty mentors.
	3. Establish a mentorship program with clear guidelines and goals.
	4. Monitor and evaluate the mentorship program's effectiveness.
<b>3.5: Foster Holistic Development for students and faculty</b>	1. Identify key areas of holistic development for postgraduate students.
	2. Develop and implement programs to address physical, mental, and emotional well-being.
	3. Provide opportunities for leadership development and community engagement.
	4. Assess and adjust holistic development programs based on

Objectives	Action Steps
	student feedback.
<b>4.Global Engagement</b>	
<b>4.1: Establish partnerships with international institutions to promote knowledge exchange and collaboration.</b>	<ol style="list-style-type: none"> <li>1. Identify potential partner institutions based on shared goals and strengths.</li> <li>2. Develop Memorandums of Understanding (MoUs) outlining collaboration areas.</li> <li>3. Establish communication channels with partner institutions' international offices.</li> <li>4. Initiate joint research projects in priority areas.</li> </ol>
<b>4.2: Encourage students and faculty to participate in global healthcare initiatives.</b>	<ol style="list-style-type: none"> <li>1. Research study abroad opportunities and identify partner universities.</li> <li>2. Create a scholarship program for students interested in international exchange.</li> <li>3. Develop a credit transfer process to ensure seamless academic progress.</li> <li>4. Promote study abroad opportunities and facilitate application procedures.</li> </ol>
<b>4.3: Attract a diverse student body from around the world to enhance cross-cultural understanding.</b>	<ol style="list-style-type: none"> <li>1. Plan and organize international conferences, seminars, and workshops.</li> <li>2. Foster collaborative research projects with international partners.</li> <li>3. Establish online platforms for global academic and Research exchange.</li> <li>4. Encourage faculty and students to engage in cross-border collaborations.</li> </ol>
<b>4.4: To promote cultural competency and diversity within its academic and institutional culture</b>	<ol style="list-style-type: none"> <li>1. Integrate cultural competency training into the curriculum.</li> <li>2. Promote student cultural exchange programs.</li> <li>3. Ensure accessibility for diverse learners through accommodations.</li> <li>4. Organize multicultural events and celebrations on campus.</li> </ol>
<b>4.5: Advance the Internationalization of Curriculum</b>	<ol style="list-style-type: none"> <li>1. Infuse global perspectives into existing courses.</li> <li>2. Offer language support for non-native English speakers.</li> </ol>

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	3. Foster faculty international collaborations for joint Research and teaching.
	4. Develop joint programs with partner institutions.
<b>Goal 5: Community Outreach and Impact</b>	
<b>5.1: Collaborate with local healthcare providers to address community health needs.</b>	1. Identify target communities with specific health needs. 2. Establish partnerships with local healthcare providers and NGOs. 3. Plan and organize health camps and screenings in underserved areas. 4. Create a schedule for regular health awareness campaigns.
<b>5.2: Organize health camps, workshops, and seminars for public health awareness</b>	1. Develop and update public health education programs and curriculum. 2. Implement outreach and awareness campaigns on public health issues. 3. Establish partnerships with public health organizations for student internships 4. Monitor and evaluate the effectiveness of public health education initiatives.
<b>5.3: Contribute to policy discussions and decisions related to healthcare.</b>	1. Establish a health policy research unit within the university. 2. Engage with government agencies and policymakers on health-related issues. 3. Organize policy forums and dialogues on key healthcare topics. 4. Contribute research findings to inform health policy decisions.
<b>5.4: To drive research initiatives that have a meaningful impact on the community</b>	1. Identify pressing community health issues through community needs assessments. 2. Develop research projects addressing these issues with a



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	focus on community impact.
	3. Collaborate with community organizations for data collection and dissemination.
	4. Monitor and evaluate the impact of research findings on the community.
<b>5.5: To promote and expand volunteering and service learning opportunities for its students and faculty</b>	1. Establish a volunteering and service learning program within the university.
	2. Create partnerships with local NGOs and community service organizations.
	3. Develop volunteering and service learning opportunities for students.
	4. Assess and recognize student participation and contributions.
<b>Goal 6: Infrastructure and Technology</b>	
<b>6.1: Invest in state-of-the-art facilities and technology for research, teaching, and clinical simulation.</b>	1. Conduct a comprehensive assessment of existing facilities and identify areas for improvement.
	2. Allocate funding for modernization and expansion projects based on assessment findings.
	3. Collaborate with architects and construction firms to design and implement facility upgrades.
	4. Monitor construction progress, ensuring alignment with the university's needs and sustainability goals.
<b>6.2: Develop a robust online learning platform for remote and blended learning options.</b>	1. Evaluate the current technology infrastructure and identify gaps.
	2. Develop a technology plan outlining upgrades and new solutions needed.
	3. Procure and implement necessary technology, including online learning platforms and research tools.
	4. Provide training and support for faculty and students to use the new technology

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	effectively.
<b>6.3: Integrate Virtual and Augmented Reality (VR/AR) Technologies</b>	<ol style="list-style-type: none"> <li>1. Research and identify virtual and augmented reality tools suitable for medical education.</li> <li>2. Collaborate with technology partners to develop custom Vertical and Augmented Reality (VR/AR) applications.</li> <li>3. Integrate VR/AR tools into the curriculum, especially for complex procedures and simulations.</li> <li>4. Evaluate the impact of VR/AR on learning outcomes and refine integration as needed.</li> </ol>
<b>6.4: Ensure a sustainable and eco-friendly campus environment.</b>	<ol style="list-style-type: none"> <li>1. Conduct a sustainability audit of campus operations and identify areas for improvement.</li> <li>2. Develop a sustainability plan outlining strategies for reducing environmental impact</li> <li>3. Implement sustainable practices, including energy conservation, waste reduction, and eco-friendly infrastructure.</li> <li>4. Promote sustainability education and engagement among students, faculty, and staff.</li> </ol>
<b>6.5: Promote Accessibility and Inclusivity across academic and institutional programs and services</b>	<ol style="list-style-type: none"> <li>1. Conduct an accessibility audit of campus facilities and technology platforms.</li> <li>2. Implement necessary modifications for physical accessibility.</li> <li>3. Develop accessible online content following web accessibility standards.</li> <li>4. Provide resources and training for faculty to create inclusive course materials.</li> </ol>
<b>Goal 7: Financial Sustainability</b>	
<b>7.1: Diversify revenue streams through research grants, industry partnerships, and philanthropy</b>	<ol style="list-style-type: none"> <li>1. Establish a committee or task force responsible for identifying new revenue sources.</li> <li>2. Conduct market research to explore</li> </ol>

Objectives	Action Steps
	<p>potential areas for revenue generation beyond tuition fees.</p> <p>3. Develop partnerships with industry players for sponsored projects, research grants, and internships.</p> <p>4. Launch fundraising campaigns targeting alumni and philanthropic donors.</p>
<b>7.2: Optimize resource allocation to support strategic initiatives while controlling costs.</b>	<p>1. Formulate a budgeting process that aligns with strategic priorities and objectives.</p> <p>2. Implement regular financial assessments to identify areas for cost savings and optimization.</p> <p>3. Establish a review cycle to evaluate expenditure patterns and adjust resource allocation.</p> <p>4. Monitor and analyze key financial ratios to ensure optimal resource utilization.</p>
<b>7.3: Achieve endowment growth</b>	<p>1. Establish an endowment management team responsible for overseeing investments.</p> <p>2. Develop a strategy for growing the endowment fund through investments and fundraising.</p> <p>3. Allocate a portion of the endowment earnings to support scholarships, faculty development, and Research.</p> <p>4. Communicate the impact of endowment contributions to donors and stakeholders.</p>
<b>7.4: Cultivate and strengthen strategic partnerships with relevant organizations, institutions, and stakeholders.</b>	<p>1. Identify potential industry partners and healthcare organizations aligned with the university's mission.</p> <p>2. Establish a collaborative framework outlining partnership goals and mutual benefits.</p> <p>3. Develop joint initiatives, including research projects, internships, and specialized training programs.</p> <p>4. Cultivate relationships with alumni networks for potential funding and collaboration opportunities.</p>

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<b>7.5: Enhance transparency and accountability in financial operations and management</b>	<ol style="list-style-type: none"> <li>1. Implement transparent financial reporting practices, including regular updates to stakeholders.</li> <li>2. Develop ethical guidelines for financial decision-making and resource allocation.</li> <li>3. Communicate financial performance and progress through newsletters, reports, and presentations.</li> <li>4. Establish mechanisms for stakeholders to provide feedback and inquiries regarding financial matters.</li> </ol>
<b>Goal 8: Continuous Improvement</b>	
<b>8.1: Regularly assess and update curriculum to align with emerging medical trends</b>	<ol style="list-style-type: none"> <li>1. Establish a Continuous Improvement Committee of faculty, staff, and student representatives.</li> <li>2. Develop and implement regular surveys and feedback mechanisms for students, faculty, staff, and stakeholders.</li> <li>3. Analyze feedback to identify areas of concern and improvement opportunities.</li> <li>4. Develop action plans based on feedback analysis and monitor their implementation.</li> </ol>
<b>8.2: Implement data-driven decision-making for effective resource allocation.</b>	<ol style="list-style-type: none"> <li>1. Identify key performance indicators (KPIs) relevant to academic, Research, and operational aspects.</li> <li>1. Establish data collection processes and systems to track KPIs regularly.</li> <li>2. Analyze collected data to identify trends, strengths, and areas for improvement.</li> <li>3. Use data insights to inform strategic decisions and allocate resources effectively.</li> </ol>
<b>8.3: Gather feedback from students, faculty, and stakeholders to enhance university processes.</b>	<ol style="list-style-type: none"> <li>1. Establish curriculum review cycles for all academic programs.</li> <li>2. Gather feedback from students, alumni, and industry partners regarding curriculum relevance.</li> </ol>

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	<ol style="list-style-type: none"> <li>3. Collaborate with faculty to update and innovate curriculum content and teaching methodologies.</li> <li>4. Monitor the implementation of curriculum changes and assess their impact on student outcomes.</li> </ol>
<b>8.4: Foster and supporting the professional development of its faculty and staff.</b>	<ol style="list-style-type: none"> <li>1. Identify professional development needs for faculty, staff, and administrators.</li> <li>2. Offer workshops, seminars, and training sessions aligned with identified needs.</li> <li>3. Support faculty and staff in attending external conferences and workshops.</li> <li>4. Evaluate the effectiveness of professional development activities through participant feedback and performance metrics.</li> </ol>
<b>8.5: Foster a culture that encourages and supports continuous innovation across all aspects of its operations</b>	<ol style="list-style-type: none"> <li>1. Establish innovation hubs or centers to facilitate interdisciplinary collaboration.</li> <li>2. Encourage faculty and students to propose and implement innovative projects.</li> <li>3. Provide resources and support for innovative initiatives, including funding and mentorship.</li> <li>4. Recognize and celebrate successful innovative contributions within the university community.</li> </ol>
<b>Goal 9: Communication and Stakeholder Engagement</b>	
<b>9.1: Establishing and maintaining clear and effective communication channels across the institution</b>	<ol style="list-style-type: none"> <li>1. Establish a Communication and Engagement Team with representatives from different departments.</li> <li>2. Create a centralized communication platform, including a university website, social media channels, and a newsletter.</li> <li>3. Develop a content calendar to ensure consistent updates and announcements.</li> <li>4. Monitor engagement metrics and feedback to assess the effectiveness of communication channels.</li> </ol>
<b>9.2: Engage Stakeholders Effectively</b>	<ol style="list-style-type: none"> <li>1. Establish focus groups or advisory boards of students, faculty, alumni, and</li> </ol>

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	<p>industry partners.</p> <ol style="list-style-type: none"> <li>2. Organize town hall meetings or forums to provide opportunities for direct interaction with university leadership.</li> <li>3. Conduct surveys to gather input and feedback on key university initiatives and decisions.</li> <li>4. Regularly share updates on how stakeholder input is incorporated into the university's plans.</li> </ol>
<b>9.3: Strengthen Alumni Relations and build robust networks</b>	<ol style="list-style-type: none"> <li>1. Establish an Alumni Relations Office or committee responsible for alumni engagement.</li> <li>2. Organize alumni events, reunions, and networking opportunities on and off campus.</li> <li>3. Develop mentoring programs that connect current students with alumni in relevant fields.</li> <li>4. Launch fundraising campaigns involving alumni to support university initiatives.</li> </ol>
<b>9.4: Enhance Public Relations efforts and engagement with the media</b>	<ol style="list-style-type: none"> <li>1. Identify key media outlets and establish relationships with journalists and reporters.</li> <li>2. Develop a media relations strategy that outlines key messages and spokespersons.</li> <li>3. Regularly issue press releases for important university announcements, research findings, and events.</li> <li>4. Monitor media coverage and respond to inquiries professionally and promptly.</li> </ol>
<b>9.5: Develop a Comprehensive Crisis Communication Plan</b>	<ol style="list-style-type: none"> <li>1. Establish a Crisis Communication Team responsible for developing and implementing the plan.</li> <li>2. Identify potential crisis scenarios and develop communication protocols for each.</li> <li>3. Conduct simulation drills to test the effectiveness of the crisis communication plan.</li> </ol>

Objectives	Action Steps
	4. Regularly review and update the plan based on lessons learned and changing circumstances.

