



School of Pharmacy  
Strategic Plan  
2020 – 2025

**JSS Academy of Higher Education and Research (Mauritius)**

**School of Pharmacy**

**Strategic plan**

**2020-2025**

## **The process of formulation of Strategic Plan 2020-25**

Developing the strategic plan was a grassroots effort that involved all faculty and stakeholders. A strategic planning group comprising of the Dean, School of Pharmacy, Faculty members, Leadership from JSS AHER, Mauritius and External members from academia and industry was formed in February 2019, which finalized the strategic plan 2020-25 in August 2019. The plan was approved by the faculty members and bodies of JSS AHER, Mauritius in September 2019. As part of the process, the School re-affirmed its Vision of providing high quality education, training and continuous professional development for delivering competent patient care and fostering advances in research.

This plan builds on and revitalizes our commitment to leadership in pharmacy education, research, and practice based on our experiences at Schools of Pharmacy at Mysore and Ooty, India under the aegis of JSS AHER, Mysuru.

The Strategic Plan commences with our vision, mission, and core values. The core values define our commitment, belief and passion towards the Pharmacy profession. The strategic directions specify the five priority areas of the School of Pharmacy. For each of the five priority areas, strategic objectives were defined. Strategic objectives provide direction, with specific action steps giving us guidance for our efforts in realizing the mission and vision. The key performance indicators measure our progress.

The Strategic Plan is an important milestone for the school which would determine its growth and progression in the future. To realize the same, the combined efforts from all the stakeholders is essential. The strategic plan also incorporates the elements and factors which would continue to impact us, necessitating adaptability and embrace change.

## **Vision**

To provide high quality education, training and continuous professional development in Pharmacy practice and Pharmaceutical Sciences for delivering competent patient care and fostering advances in research

## **Mission**

- To provide knowledge, develop skills and competencies in the students  
To advance the knowledge, attitude, skills and support lifelong learning for providing comprehensive pharmaceutical care to patients, improve patient outcomes, and meet societal needs for safe and effective drug therapy
- To develop, promote and nurture research activities in pharmaceutical sciences and pharmacy practice to discover new knowledge and new approaches to enhance health care
- To develop, support and adopt innovations in education, practice, and research

## **Core Values**

- Commitment to **excellence** in our activities
- Adopt **Innovations** to support student learning
- Nurture **collaborations** for imparting education, training and research
- Imbibe and practice values of **integrity, respect, professionalism, and accountability** individually and holistically towards our stakeholders and patients
- Encourage professional development of faculty and Pharmacists to develop **leadership** qualities

## **Strategic Plan (START)**

**Strategic direction I: Student Quality**

**Strategic direction II: Teaching and Learning**

**Strategic direction III: Academic excellence and outreach**

**Strategic direction IV: Research and innovation**

**Strategic direction V: Technology**

### **Strategic direction I: Student Quality**

*Ensuring the quality of students at recruitment, progression and graduation levels*

This strategic direction has the following objectives:

#### **1.1 Recruit and retain high quality students**

- Develop recruitment programs to ensure a diverse, highly qualified student body.
- Develop remediation mechanisms and support systems to enhance student quality and retention.

#### **1.2 Enhancing the international student mobility into the programs offered**

- Popularize the programs and create awareness among the students
- Develop an interactive and informative website addressing the needs of the stakeholders
- Develop collaborations with institutions to offer joint and dual degree programmes
- Liaise with educational ministries and bodies of various countries to mobilize international students

### **Key Performance Indicators**

- Participation in international education fairs every year
- Seventy percent of students believe that remediation mechanisms, support systems and mentoring significantly impacts their professional development
- An incremental increase of 10% in the demand ratio for the programs every year
- Establish formal partnerships with at least five institutions by 2025 to offer joint and dual degree programmes
- At least 60% of international students are admitted to the programs

## **Strategic direction II: Teaching and Learning**

### ***Deliver curriculum of international standards with integrated instructional technology***

This strategic direction has the following objectives:

#### **2.1 Develop and deliver a curriculum to produce globally competent Pharmacists**

- Provide a curriculum whose structure, content, organization, competencies and outcomes meets the national and international expectations of Pharmacists
- Adopt and Integrate instructional technology and other innovative pedagogical methods into the curriculum
- Integrate interprofessional education for the programs

#### **2.2 To maintain high teacher quality standards**

- Recruit qualified faculty with rich experience and expertise in academics and research
- Conduct continuous professional development programs periodically for the teachers
- Training the teachers on education technology
- Promote faculty and preceptor development in learning and implementing new Pedagogies and using evidence-based approaches.

### **Key Performance Indicators**

- Develop a curriculum on par with international needs and requirements
- Learning outcomes and core competencies are developed and endorsed by the faculty
- Courses are mapped to Core competencies, Overall learning outcomes, Teaching-learning methods and Assessments
- Obtain approval from the Tertiary Education Commission, Mauritius and Pharmacy Council of Mauritius for B.Pharm and Pharm.D curriculum
- Assess the impact of instructional technology and other innovative pedagogical methods by feedback
- At least 10 adjunct faculty from international universities by 2025
- A minimum of 50% of faculty should be with Ph.D by 2025
- Conduct a minimum of two continuous professional development programs for the faculty and Pharmacists every year

### **Strategic direction III: Academic excellence and outreach**

***Establish and sustain partnerships to achieve global impact on pharmacy education, research, practice, and health care***

This strategic direction has the following objectives:

#### 3.1 Supporting the students for competitive examinations for career advancement

- Organize orientation program on the various career advancement avenues and exams for the same
- Conducting additional classes for preparation to competitive exams

#### 3.2 Seeking accreditation/certification from national and international organizations

- To assess and satisfy the minimum criteria requirement to be eligible for accreditation / certification
- To apply for organizations towards accreditation/certification for the programs offered

#### 3.3 To foster national and global partnerships

- Seek opportunities to customize and deliver programs and services to best meet the needs of individual countries and regions, focusing on developing countries where local resources and capabilities are most constrained
- Identify and work effectively with strategic partners throughout the world
- Participating in overseas exchange programs, develop research capabilities and gain leadership training and experience as part of the curriculum
- Initiate and utilize partnerships with professional and pharmacy organizations to collaborate on pharmacy initiatives
- Enhancing professional experience placements in industry settings, hospital, community and rural settings, with opportunities for international placement

#### 3.4 Improve understanding of the value of pharmacist-provided and pharmacy based services in Mauritius

- Publicize and promote service initiatives to the government and the public through advocacy, awareness and media promotions.
- Collaborate with other health professionals to demonstrate the value of pharmacist involvement in providing patient care.
- Conduct awareness and public health programs

### **Key Performance Indicators**

- Data on the enrolment of the students to other universities for career advancement
- Seek and obtain precertification from Accreditation Council for Pharmacy Education, USA for B.Pharm and Pharm.D programs

- Seek and obtain ISO 9001:2015 certification for the quality management system
- Establish ten strategic partnerships with Universities, Hospitals and community pharmacies to achieve the objective of global learning for students
- Number of hours of community service & service learning completed by students & faculty
- Number of media publications that demonstrate the value of pharmacist-provided services



## **Strategic direction IV: Research and innovation**

### ***Establish Research and innovation culture***

This strategic direction has the following objectives:

#### **4.1 Inculcate research interest among faculty and students**

- Develop necessary infrastructure to carry out research
- Provide and develop an interdepartmental and interdisciplinary environment for scholarly interactions
- Foster, encourage, and incentivize research by students and faculty

#### **4.2 Seek funding from external organizations**

- Provide seed funding for new impactful research projects which have the potential to be major research project suitable for funding by external agencies
- Identify, apply and pursue various funding sources for research

#### **4.3 Collaborative research with national/international institutions**

- Identify the areas of research with potential for collaboration with partners
- Generate Major research proposals along with the collaborators and seek funding

#### **4.4 Develop policy to support innovation and entrepreneurship**

### **Key Performance Indicators**

- Establishment of Research lab by 2023
- Publish document on Research policy
- Submit no less than three individual or joint Research Project proposals for funding agencies by 2025
- Percentage of full-time faculty with peer reviewed publications
- Publish document on policy for innovation and entrepreneurship

## **Strategic direction V: Technology**

### ***Enhance Teaching and learning capabilities and improve operational efficiencies***

This strategic direction has the following objectives:

#### **5.1 Technology in Teaching, learning and assessment**

- Integrate new technology into the delivery of the curriculum
- Implement new technologies to optimize connectivity for distance learning
- Provide ICT enabled classrooms and laboratories
- Enriching the digital repository in the library
- Introducing online certificate courses as per the current trends in pharmaceutical sciences and practice

#### **5.2 Technology in administration**

- Integrate new technology into the administrative functions of the school

### **Key Performance Indicators**

- Develop and implement an online Learning management system - JSSAHERM - E-Learn from 2020
- Achievement of Student satisfaction level of 75% for the effectiveness of JSSAHERM - E-Learn
- Offer a minimum of three certificate courses through online education program by 2024
- Achieve a collection of at least 100 e-books, audio visual materials by 2025
- Implement an online platform for administrative functions by 2020

**ACTION PLAN AND KEY PERFORMANCE INDICATORS**

SCHOOL OF PHARMACY, JSS AHERM OPERATIONAL PLAN 2020-2025												
STRATEGIC DIRECTION		STRATEGIC OBJECTIVES	ACTIVITIES	Time Frame (2020 - 2025)						RESOURCE REQUIREMENT	PERFORMANCE INDICATORS	REMARKS
				2020	2021	2022	2023	2024	2025			
SD 1	Student Quality	Recruit and retain high quality students	Develop recruitment programs to ensure a diverse, highly qualified student body								Participation in international education fairs every year	
			Develop remediation mechanisms and support systems to enhance student quality and retention								Seventy percent of students believe that remediation mechanisms, support systems and mentoring significantly impacts their professional development	
		Enhancing the international student mobility into the programs offered	Popularize the programs and create awareness among the students								An incremental increase of 10% in the demand ratio for the programs every year	
			Develop an interactive and informative website addressing the needs of the stakeholders								Operational website by 2020	
			Develop collaborations with institutions to offer joint and dual degree programmes								Establish formal partnerships with at least five institutions by 2025 to offer joint and dual degree programmes	

			Liaise with educational ministries and bodies of various countries to mobilize international students								At least 60% of international students are admitted to the programs			
SD 2	Teaching and Learning	Develop and deliver a curriculum to produce globally competent Pharmacists	Provide a curriculum whose structure, content, organization, competencies and outcomes meets the national and international expectations of Pharmacists								Develop a curriculum on par with international needs and requirements			
											Obtain approval from the Tertiary Education Commission, Mauritius and Pharmacy Council of Mauritius for B.Pharm and Pharm.D curriculum			
											Learning outcomes and core competencies are developed and endorsed by the faculty			
		To maintain high teacher quality standards	Recruit qualified faculty with rich experience and expertise in academics and research										Courses are mapped to Core competencies, Overall learning outcomes, Teaching-learning methods and Assessments	
													At least 10 adjunct faculty from international universities by 2025	
													A minimum of 50% of faculty should be with Ph.D by 2025	
	Conduct continuous professional development programs periodically for the										Conduct a minimum of two continuous professional			

			teachers								development programs for the faculty and Pharmacists every year	
			Training the teachers on education technology								Number of training programs conducted	
			Promote faculty and preceptor development in learning and implementing new Pedagogies and using evidence - based approaches								Feedback on pedagogies used indicating student satisfaction levels	
SD 3	Academic excellence and outreach	Supporting the students for competitive examinations for career advancement	Organize orientation program on the various career advancement avenues and exams for the same								Data on the enrolment of the students to other universities for career advancement	
			Conducting additional classes for preparation to competitive exams									
		Seeking accreditation/certification from national and international organizations	To assess and satisfy the minimum criteria requirement to be eligible for accreditation / certification								Seek and obtain ISO 9001:2015 certification for the quality management system	
			To apply for organizations towards accreditation/certification for the programs offered								Seek and obtain precertification from Accreditation Council for Pharmacy Education, USA for B.Pharm and Pharm.D programs	
		To foster national and global partnerships	Seek opportunities to customize and deliver programs and services to best meet the needs of individual countries and								Establish ten strategic partnerships with Universities, Hospitals and community pharmacies to achieve	

	regions, focusing on developing countries where local resources and capabilities are most constrained								the objective of global learning for students	
	Identify and work effectively with strategic partners throughout the world									
	Participating in overseas exchange programs, develop research capabilities and gain leadership training and experience as part of the curriculum									
	Initiate and utilize partnerships with professional and pharmacy organizations to collaborate on pharmacy initiatives									
	Enhancing professional experience placements in industry settings, hospital, community and rural settings, with opportunities for international placement									
Improve understanding of the value of pharmacist-provided and pharmacy based services in Mauritius	Publicize and promote service initiatives to the government and the public through advocacy, awareness and media promotions								Number of hours of community service & service learning completed by students & faculty	
	Collaborate with other health professionals to demonstrate the value of pharmacist involvement in providing								Number of media publications that demonstrate the value of pharmacist-provided	

			patient care								services	
			Conduct awareness and public health programs									
SD 4	Research and innovation	Inculcate research interest among faculty and students	Develop necessary infrastructure to carry out research								Establishment of Research lab by 2023	
			Provide and develop an interdepartmental and interdisciplinary environment for scholarly interactions								Publish document on Research policy	
			Foster, encourage, and incentivize research by students and faculty									
		Seek funding from external organizations	Provide seed funding for new impactful research projects which have the potential to be major research project suitable for funding by external agencies								Submit no less than three individual or joint Research Project proposals for funding agencies by 2025	
			Identify, apply and pursue various funding sources for research									
		Collaborative research with national/international institutions	Identify the areas of research with potential for collaboration with partners								Percentage of full-time faculty with peer reviewed publications	
			Generate Major research proposals along with the collaborators and seek funding									
		Develop policy to support	Policy development								Publish document on policy for innovation and	

