



Executive Summary
Renewal of Licensure
Dubai Pharmacy College for Girls
Dubai

December 8 – 12, 2014

This summary contains the observations of the External Review Team (ERT) based on the information submitted by Dubai Pharmacy College for Girls (DPC) to it in the Application for Renewal of Licensure, in particular the *Self-Study*, other documents conveyed to the ERT during the visit, oral presentations, and extensive discussions during its visit December 8-12, 2014.

Founded in 1992, DPC was the first Pharmacy College to be licensed and accredited through the Commission for Academic Accreditation (CAA) of the Ministry of Higher Education and Scientific Research (MOHESR) in the UAE. Initial Licensure was granted in 1998 with subsequent renewals in 2004 and 2009. The College offers both a Bachelor of Pharmacy (B.Pharm) program and a Master's (M.Pharm) program. In the Spring of 2014, DPC had 304 undergraduate and 19 graduate students. There are more than 650 alumni. Twenty percent of the alumni are UAE Nationals, with students from Syria, Palestine, Jordan, and Iraqi well represented. Approximately 5% of the students currently enrolled are UAE Nationals.

The ERT has identified issues concerning the governance of DPC. Some of these relate to the relationships between the College and DMC and the Lootah Group, others relate to the composition of the Board of Trustees (this has been ongoing since the last re-licensure in 2009) and its lack of independence from operational management in the College. Others relate to the extent to which there is any involvement of faculty and students in governance. There is also a lack of information concerning financial management of the College and inter-relationships with DMC. This extends to financial planning. The College is developing a planning culture but there is not an obvious link between strategic and financial plans, and some of the College's major strategic ambitions do not featured in either strategic or financial plans.

The College's approach has been not to deal with the General Foundation as a distinct program in its own right. This is not consistent with the *Standards* and needs to be addressed. Linked to this, clarification is needed on the nature of remedial English provision in the College.

DPC clearly benefits from well-qualified and committed faculty and professional staff who are extremely supportive to their students and have a desire to engage in enhancement of the College's provision. Assessment of their workloads is complex due to the multiple roles and duties that many of these staff undertake and the mix of cohort- and sub-cohort-based delivery of courses employed by DPC. The College needs to review how it models workloads as its current practice of simple calculation of credit hours is not necessarily providing an adequate reflection of workloads. There is also a need to revise its policy on class size which may impact on workload calculations. It was clear to the ERT that staff do engage in research and in professional development but the extent to which this is supported by the College and financial arrangements for funding these activities needs clarification as there are discrepancies between policy and practice in this area. The staff also need to be supported by a more robust system of appraisal and review.

In terms of physical resources, the College has benefited from release of space in the Lootah Technical Centre and has excellent hostel accommodation for its students. It has been behind the curve in respect of development of digital resources. Progress is being made with recent introduction of the LMS and there are plans to improve library provision that is inadequate at present. There is, however, substantial further development required e.g., with off-site, on-line access to resources and resources that support technology-enhanced learning in order to meet the normal expectations of a higher education institute. Given the substantial problem that the ERT observed with plagiarism in the College, development of resources will have to include consideration of how to address this very negative feature and to improve academic standards.

External to the College, DPC has been active in developing community relationships. The ERT observed a strong ethos of service amongst students and staff not only to each other and the College but also to the broader community. This is commended as is the excellent relationship that the College has developed with employers.

The ERT makes its requirements and offers its suggestions in a spirit of constructive engagement, with the aim of ensuring that the *Standards for Licensure and Accreditation* are met, and to aid Dubai Pharmacy College for Girls in its desired objective to be granted Re-Licensure.