



Executive Summary

Renewal of Institutional Licensure Dubai Pharmacy College for Girls (DPCG) Dubai

16-20 November 2021

An External Review Team (ERT) visited the Dubai Pharmacy College for Girls (DPCG) from 16-18 and 20 November 2021 to evaluate its *Self-Study* for Renewal of Institutional Licensure. The *Self-Study* was based on the *Procedural Guidelines for Renewal of Institutional Licensure (PMRIL)* (2019). The exit interview was held on 20th of November 2021. During the visit, the ERT reviewed relevant documents, toured the campus, had extensive onsite, blended, and virtual discussions with DPCG officials, students, faculty, staff, and other stakeholders.

DPCG is a small (214 students, 12 full-time terminally qualified faculty) private, women's pharmacy college that is located adjacent to its sister college, the Dubai Medical College (DMC) with which shares ownership and some governance, and human and physical resources. The ERT's visit to DPCG immediately followed an audit visit to DMC. The DPCG was established in 1992, received institutional licensure and accreditation of its undergraduate pharmacy (BPharm) program in 1996, and accreditation of an MPharm program with two concentrations in 2013. One concentration of the MPharm is currently in a teach-out phase at the instruction of the CAA.

The ERT would like to note the following strengths:

- The students are bright, excellent problem solvers, passionate about their work, and possessing an excellent work ethic.
- The faculty are also intelligent, loyal, well qualified, and extremely hard working.
- DPCG's curricula are strong and already revised to reflect the CAA's newest requirements. Students' clinical experiences have good oversight and are structured. Preparing preceptors and increasing the number of sites demonstrate good planning and display the value of continuous improvement. Students are well prepared for their clinical experiences and for practice.
- DPC Advisory Board members are passionate, enthusiastic, and represent diverse areas of practice. They are consulted for curriculum and resource input and are highly effective.

As with any quality assurance review, there are areas for improvement. The ERT notes the following major themes:

- The declining enrollment in the BPharm Program is of grave concern. This is DPCG's major revenue source and if not addressed as the highest priority, the College is at high risk.



- The Board of Trustees(BoT) has not appointed a new Chairman. The College has not representation, even in an *ex officio* capacity, on the BoT. This leads to confusion and inefficient operations and, most importantly, limited communication and voice between the College and the BoT. There is a conflict between governance and management as the BoT is involved in decisions not under its jurisdiction (hiring and salary increases) and neglecting matters such as strategic planning, initiative development, and fiscal responsibilities that is under its jurisdiction.
- Faculty workload includes too many administrative tasks, which affects core quality outcomes such as student learning, teaching effectiveness, faculty research output, and national recognition. Faculty often become leaders in areas for which they have inadequate preparation, which results in impaired performance of several functional and administrative units.
- Faculty salaries seem at a standstill. Neither gender equality in salary base nor incremental increases are present. This needs to be addressed.
- There are issues with governance and quality assurance. There is limited use of data collected and analysis, and use of benchmarking and external input and for continuous improvement. There is limited use of performance indicators to assess quality and accomplishment against local, regional, and global institutions.
- The inability of DMCG to have direct financial control of its operations, management and revenues have become a grave obstacle to efficient and effective performance.

The ERT makes its recommendations in a spirit of constructive engagement, with the aim of ensuring that the *Standards* are met, and to aid DPCG in its desired objective of achieving its Renewal of Institutional Licensure.