



EASTERN MEDITERRANEAN UNIVERSITY

FACULTY OF PHARMACY

STRATEGIC PLAN

2025-2030





"Science is the most reliable guide in life, in civilization, and in success"

Mustafa Kemal Atatürk



MESSAGE FROM THE DEAN

As the Faculty of Pharmacy at Eastern Mediterranean University, I am very pleased to share with you our Strategic Plan covering the years 2025–2030. This plan is a fundamental roadmap that will guide the development of our faculty and will serve as a visionary guide to lead us towards our common goals over the next five years.

Educating self-confident individuals who have embraced professional ethics and leading scientific research have always been among our top priorities. At the same time, we aim to contribute more to our students and society through an educational approach strengthened by internationalization and cultural diversity. The strategic plan we have prepared will shed light on this mission.

While preparing our strategic plan, we gave great importance to the views of internal and external stakeholders. With this in mind, I have full confidence that our strategic plan, shaped through a participatory approach, will make our academic and administrative structure stronger, more transparent, and more sustainable.

I would like to express my sincere thanks to all our faculty members and stakeholders for their dedicated efforts throughout this strategic journey.

Sincerely,

Prof. Dr. H. Ozan Gülcan

Dean

STRATEGY CREATION METHOD AND PROCESS

Strategic planning is a participatory process that brings together stakeholders with different expertise and backgrounds, and requires ownership across the university and faculty. Therefore, it is of great importance that the strategic plan to be prepared is supported and contributed to voluntarily by academic and administrative staff, students, alumni and external stakeholders. In this context, a strategic planning workshop was organized on May 31, 2025 in order to receive the opinions and suggestions of internal and external stakeholders. The workshop, which was held with the approval and support of the Eastern Mediterranean University Rectorate, was moderated by Dr. Jülide Erdal Üngör. Dr. Üngör's CV is presented below.

Dr. Jülide Erdal Üngör

Üngör completed her undergraduate and master's education in the field of Political Science and International Relations at Marmara University and received her PhD in Business Administration from Istanbul Commerce University. She has 27 years of professional experience. Üngör has served as a Human Resources Manager in various sectors, having worked in Istanbul at Elginkan Holding A.Ş., the Behavioral Sciences Institute, Innova IT Solutions Inc., and Magnet A.Ş. (Uzmantv.net).

In addition to her professional career, she is a TÜBİTAK-accredited mentor and provides specialized training for entrepreneurs at various technoparks and incubation centers such as ITU Çekirdek, Uludağ University Ulukoza, Teknopark Istanbul, and GDEXA. Since 2021, she has been residing in the Turkish Republic of Northern Cyprus, where she offers consultancy services to businesses operating in different sectors and conducts various educational programs.

Her areas of expertise include organizational structuring in private and public institutions, strategic planning, the design of human resource processes, the evaluation and assessment of managerial competencies, leadership development, effective team management, and public speaking skills.

Üngör continues her academic career in the TRNC, teaching courses in both Turkish and English at Eastern Mediterranean University, Final International University, and Cyprus West

University. Her courses cover topics such as strategic management, human resource management, management and organization, organizational behavior, entrepreneurship, and gender equality.

The strategic planning workshop was conducted with a team of 19 internal and external stakeholders whose details are listed below. Brainstorming, group work, and individual presentation methods were used during the workshop. Based on the data obtained through these methods, the Faculty of Pharmacy's SWOT Analysis (strengths, weaknesses, opportunities, and threats), core values, mission, vision, and goals/objectives/activities were identified.

Strategic Planning Workshop Participants

No	ACADEMIC STAFF
1	Prof.Dr. Ozan Gülcan - (Dean)
2	Assist. Prof. Dr. Emine Dilek Özyılmaz - (Vice Dean.)
3	Assist. Prof. Dr. Jale Yüzügülen - (Vice Dean)
4	Assoc. Prof. Dr. Emre Hamurtekin
5	Assist. Prof. Dr. Aybike Yektaoğlu
6	Assist. Prof. Dr. Canan Gülcan
7	Assist. Prof. Dr. E. Vildan Burgaz
8	Assist. Prof. Dr. İmge Kunter
9	Assist. Prof. Dr. Leyla Beba
10	Assist. Prof. Dr. Mehmet İlkaç
11	Assist. Prof. Dr. Tuğba Erçetin
12	Snr. Ins. Mustafa Akpınar
	DÖSAP
13	Dr. Ezgi Ak Sakallı
14	Snr. Ins. Sultan Öğmen
	ADMINISTRATIVE STAFF
15	Administrative Officer Emine Alpsoy Ertoprak
16	Secretary Sedef Dağyaran Katkın
	PHARMACISTS
17	Pharmacist Eylem İlkaç Köyceğiz
18	Pharmacist Esra Halkın
	STUDENT REPRESENTATIVE
19	EMUPSS President- Taha Geylan

SITUATIONAL ANALYSIS

One of the primary tools used in the situational analysis of the Faculty of Pharmacy is the SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats). The purpose of the SWOT analysis is to identify the faculty's strengths and weaknesses, to determine the opportunities and threats it faces, and to formulate strategic policies in light of these findings.

With the participation of stakeholders during the strategic planning workshop, the strengths, weaknesses, opportunities, and threats of the Faculty of Pharmacy were identified as follows:

INTERNAL ENVIRONMENT		EXTERNAL ENVIRONMENT	
STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
High-quality education	Heavy workload	International project collaborations	Increasing number of pharmacy faculties
Diversity of international students	Insufficient laboratory equipment	Being the first state university on the island	Decrease in number of international students
Accreditations	Inadequate project opportunities	Graduation projects	Failure of YÖDAK to fulfill its duties
Variety of academic expertise	Low number of academic staff	Success stories of graduates	Lower tuition fees at rival universities
Strong leadership and management		Opening of new academic programs	
Openness to growth and development		Multidisciplinary structure	
High task completion ability		Faculty journal indexed in TR Directory	
		R&D and production opportunities	

LOOKING AHEAD

Mission of the Faculty of Pharmacy

To educate pharmacists who embrace the principles of the profession, closely follow global developments in pharmacy, contribute to the protection and improvement of public health, understand the needs of the pharmaceutical industry, and provide qualified contributions to the field; individuals equipped with strong practical skills, high self-confidence, and effective communication abilities.

Vision of the Faculty of Pharmacy

To be a faculty that is empowered through education, enlightened by science, and provides services to society at an international level; that educates innovative and visionary pharmacists who adhere to ethical values and have a universal perspective within a campus environment equipped with modern infrastructure and in line with contemporary needs; that is recognized and respected worldwide for its scientific research, with strong international collaborations; and that is environmentally friendly, modern, and competitive among global universities.

Core Values of the Faculty of Pharmacy

- Sense of Belonging
- Ethical Approach
- Solution-Oriented Mindset
- Professional Awareness
- Patriotism
- Team Spirit
- Quality-Focused Perspective

STRATEGY DEVELOPMENT

In order to achieve the defined vision of the Faculty of Pharmacy and to contribute to its mission, strategic objectives have been determined by considering the results of the SWOT analysis. While setting objectives for the faculty's activities, priority was given to the following key areas:

1. Education and Training
2. Scientific Research and Development
3. Entrepreneurship and Innovation
4. Societal Contribution

GOAL CARDS

In order to achieve the objectives set within the faculty's areas of activity, specific goals and corresponding sub-activities have been defined. To enhance the effectiveness of the monitoring and evaluation process of the strategic plan, and to ensure that the goals are concrete and measurable, each activity has been clearly outlined with the responsible unit, collaborating units, start and end dates, and performance indicators. Within this framework, "Goal Cards" have been prepared for each of the four main areas of activity.

EDUCATION AND TRAINING /GOAL CARD 1					
OBJECTIVE 1	Improving the quality of education and training				
GOAL 1	Enhancing the quality and efficiency of internship processes				
ACTIVITIES		RESPONSIBLE UNIT	COLLABORATING UNIT	START DATE	END DATE
1	Formation of an internal team within the faculty to evaluate hospital internships	Internship Committee	Hospital	Sep'26	Sep'30
2	Formation of an internal team within the faculty to evaluate industrial internships	Internship Committee	Industry	Sep'26	Sep'30
3	Formation of an internal team within the faculty to evaluate community pharmacy internships	Internship Committee	Community Pharmacy	Sep'26	Sep'30
PERFORMANCE INDICATORS					
1	Number of evaluations conducted by the teams				
2	Performance results of the interns				
3	Survey results from internship institutions				

EDUCATION AND TRAINING /GOAL CARD 2					
OBJECTIVE 2	Improving the quality of education and training				
GOAL 2	Enhancing patient-centered practical applications				
ACTIVITIES		RESPONSIBLE UNIT	COLLABORATING UNIT	START DATE	END DATE
1	Establishing cooperation protocols with public hospitals	Rectorate, Dean's Office	Hospitals	Sep 2026	Sep 2030
2	Organizing case discussion meetings involving hospital cases	Faculty Board	Hospitals	Sep 2027	Sep 2030
3	Organizing case discussion meetings involving pharmacy cases	Faculty Board	Pharmacies	Sep 2027	Sep 2030
4	Establishing cooperation protocols with pharmacies	Faculty Board	Pharmacies	Sep 2026	Sep 2030
PERFORMANCE INDICATORS					
1	Number of cooperation protocols established with hospitals and pharmacies				
2	Assessment and evaluation results based on discussed cases				

EDUCATION AND TRAINING /GOAL CARD 3					
OBJECTIVE 3	Improving the quality of education and training				
GOAL 3	Establishing the necessary environment for simulation-based practices				
ACTIVITIES		RESPONSIBLE UNIT	COLLABORATING UNIT	START DATE	END DATE
1	Establishment of simulation laboratories	Dean's Office	Rectorate	Sep 2026	Sep 2030
2	Conducting practical applications in simulation laboratories	Academic Staff	Dean's Office	Sep 2026	Sep 2030
3	Ensuring participation in international online webinars	Faculty Board, Student Representatives	Dean's Office, Rectorate	Sep 2026	Sep 2030
PERFORMANCE INDICATORS					
1	Number of simulation laboratories established				
2	Number of students per application				
3	Total number of practical applications				
4	Number of webinars organized or attended				

ENTREPRENEURSHIP AND INNOVATION/ GOAL CARD 1					
OBJECTIVE 1	To train individuals with a strong orientation toward entrepreneurship and innovation				
GOAL 1	Opening new programs integrated with the industry				
ACTIVITIES		RESPONSIBLE UNIT	COLLABORATING UNIT	START DATE	END DATE
1	Increasing communication with the industry (correspondence, permissions, protocols, cooperation agreements)	Dean's Office, Rectorate	Industry	Sep 2025	Sep 2030
2	Creating roadmaps within the framework of cooperation	Faculty Board	Industry	Sep 2026	Sep 2030
3	Preparing duty allocations and an action plan aligned with the timeline	Dean's Office, Faculty Board	Industry	Sep 2027	Sep 2030
4	Signing of cooperation protocols	Rectorate	Industry	Sep 2027	Sep 2030
PERFORMANCE INDICATORS					
1	Number of meetings held with industry (including online and in-person meetings, correspondence)				
2	Number of signed protocols				
3	Number of completed projects				

ENTREPRENEURSHIP AND INNOVATION /GOAL CARD 2					
OBJECTIVE 2	To train individuals with a strong orientation toward entrepreneurship and innovation				
GOAL 2	Ensuring collaboration between the Entrepreneurship Center and the Faculty of Pharmacy Production Center				
ACTIVITIES		RESPONSIBLE UNIT	COLLABORATING UNIT	START DATE	END DATE
1	Bringing together the boards of directors of the Entrepreneurship Center (GIMER) and the Production Center	Rectorate, Dean's Office	Academic and Administrative Staff	Sep 2026	Sep 2030
2	Preparing project management plans	Center Coordinators	Dean's Office	Sep 2027	Sep 2030
3	Submission of projects	Center Coordinators	Dean's Office, Faculty Board	Sep 2027	Sep 2030
4	Planning of resources and budgets for the projects	Center Coordinators	Dean's Office	Sep 2028	Sep 2030
PERFORMANCE INDICATORS					
1	Meeting outcomes – activation of the production center				
2	Number of project plans / preparation of time tracking charts				
3	Number of initiated projects				

SCIENTIFIC RESEARCH AND DEVELOPMENT /GOAL CARD 1					
OBJECTIVE 1	To develop scientific research and development activities.				
GOAL 1	To support the publication of EMUJPharm and increase its recognition				
ACTIVITIES		RESPONSIBLE UNIT	COLLABORATING UNIT	START DATE	END DATE
1	Ensuring the regular publication of EMUJPharm on a periodic basis	Editorial Board	Dean's Office	Sep 2025	Sep 2030
2	Enhancing the recognition and visibility of the journal	Scientific Board	Editorial Board	Sep 2025	Sep 2030
3	Ensuring compliance with the requirements for indexing in TR Dizin	Editorial Board	Dergipark	Sep 2025	Sep 2030
4	Promoting and encouraging manuscript submissions from national and international authors	Scientific Board Editorial Board	Dean's Office Rector's Office	Sep 2025	Sep 2030
PERFORMANCE INDICATORS					
1	Publishing the journal three times a year				
2	Number of international publication applications				
3	Number of citations to the journal				

SCIENTIFIC RESEARCH AND DEVELOPMENT /GOAL CARD 2					
OBJECTIVE 2	To develop scientific research and development activities.				
GOAL 2	Enhancing the quantity of faculty publications indexed in the Web of Science (WOS)				
ACTIVITIES		RESPONSIBLE UNIT	COLLABORATING UNIT	START DATE	END DATE
1	On-time delivery of chemical materials orders	Rector's Office Dean's Office	Academic Staff, Administrative Staff	Sep 2025	Sep 2030
2	Establishment of stock management system	Dean's Office	Academic Staff, Administrative Staff	Sep 2025	Sep 2030
3	Encouraging joint projects	Dean's Office Academic Staff	Other Universities	Sep 2025	Sep 2030
4	Regularization of congress organization	Congress committees	Rector's Office Dean's Office Faculty Board Administrative Staff	Sep 2025	Sep 2030
PERFORMANCE INDICATORS					
1	Presentation of the procurement timetable to the Rectorate for approval				
2	Number of scientific publications in WOS				
3	Number of national-international R&D cooperation protocols				
4	Total number of projects and awards				
5	Presentations and proceedings at scientific meetings				

COMMUNITY ENGAGEMENT / TARGET CARD 1					
OBJECTIVE 1	To provide education and organize informative sessions for the public and other healthcare professionals				
GOAL 1	To deliver pharmaceutical information sessions targeting the general public				
ACTIVITIES		RESPONSIBLE UNIT	COLLABORATING UNIT	START DATE	END DATE
1	Deliver training sessions on current vaccines and vaccine awareness	Academic Staff	Public Relations Office, Turkish Pharmacists' Association (TBB), Cyprus Turkish Pharmacists' Association (KTEB), Ministry of Health	Sep 2026	Sep 2030
2	Conduct training on rational/correct use of medicines	Academic Staff	Public Relations Office, TBB, KTEB, Ministry of Health	Sep 2026	Sep 2030
3	Provide awareness training on antibiotic resistance	Academic Staff	Public Relations Office, TBB, KTEB, Ministry of Health	Sep 2026	Sep 2030
4	Deliver training on drug interactions in chronic diseases	Academic Staff	Public Relations Office, TBB, KTEB, Ministry of Health	Sep 2026	Sep 2030
PERFORMANCE INDICATORS					
1	Number of organized seminars				
2	Results of post-seminar satisfaction surveys				
3	Number of participants reached through the seminars				

COMMUNITY ENGAGEMENT / TARGET CARD 2					
OBJECTIVE 2	To provide education and organize informative sessions for the public and other healthcare professionals				
GOAL 2	To deliver profession-oriented training programs for healthcare professionals				
ACTIVITIES		RESPONSIBLE UNIT	COLLABORATING UNIT	START DATE	END DATE
1	Provide rational drug use training for nurses	Academic Staff	Public Relations Office, Municipalities, Turkish Pharmacists' Association, TBB	Sep 2026	Sep 2030
2	Organize informative sessions in collaboration with physicians across various fields	Academic Staff	Cyprus Turkish Pharmacists' Association (KTEB), Ministry of Health	Sep 2026	Sep 2030
3	Deliver Occupational Health and Safety (OHS) training in the healthcare sector	Academic Staff	Rectorate, OHS Representative	Sep 2026	Sep 2030
PERFORMANCE INDICATORS					
1	Number of seminars organized annually				
2	Results of post-seminar satisfaction surveys				
3	Number of participants reached during the seminars				

