

Strategic Plan 2024 - 2029

Driving Innovation and Transformative Growth



Approved on December 13, 2024

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Preamble

Guided by the mission, vision, code of ethics for LAU and guiding principles that underscore our commitment to the highest degree of integrity, honesty, accountability, and excellence in pharmaceutical education and healthcare advancement, the School of Pharmacy is embarking on a transformative journey as outlined in its strategic plan framework to ensure the success of its mission and vision. With a profound sense of ethical obligation, accountability, and dedication to shaping the future of pharmacy education, practice, and research, the school, in collaboration with its stakeholders, engaged in the development of a comprehensive roadmap designed to instill accountability in administrators, faculty, staff, and students, propel innovation; foster interdisciplinary, intraprofessional and interprofessional collaboration; address the evolving needs of the healthcare landscape and optimize patient care. This strategic plan serves as a guiding beacon, illuminating our path toward achieving our collective goals of shaping the character of our graduates, enhancing student success, driving impactful research, and ultimately, improving patient outcomes.

Mission

The Lebanese American University School of Pharmacy prepares students to become leaders in the profession who are entrusted with the highest academic, professional, and ethical standards. School graduates will practice pharmacy in various settings, optimize patient care through interprofessional collaboration, and undertake scientific pursuits. The school accomplishes its mission through excellence in education, innovation in research, and dedication to serving the profession and community.

Vision

To be recognized as a national and regional leader for outstanding pharmacy education and innovative practice and research, with the aim of providing excellent patient care, improving human health, and advancing scientific knowledge.

The Power of Guiding Principles

The strategic plan is a roadmap to drive change and respond to future opportunities and challenges. This strategic plan was guided by the following principles:

1. Addressing the SOP vision, mission, and values.
2. Promoting communication, participation, and collaboration, among stakeholders by working with and for each other.

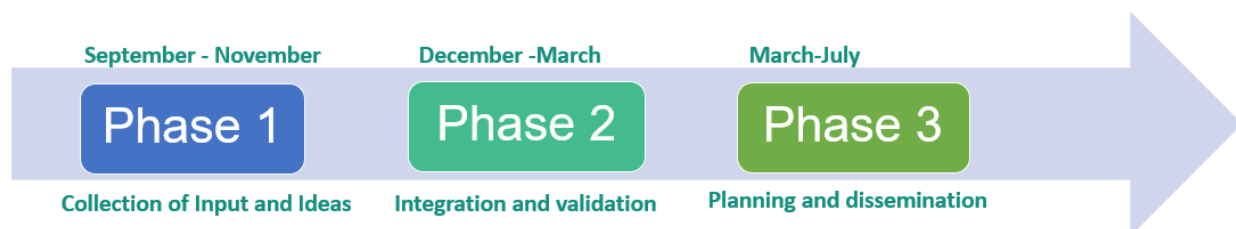
3. Building a consensus and a culture of working with and for each other.
4. Empowering and acknowledging champions to lead change.
5. Promoting change through disruptive innovation.

Development Process



In the fall of 2023, the School of Pharmacy initiated a pivotal phase in crafting its strategic plan by actively engaging with a diverse array of stakeholders. The SOP, recognizing the importance of inclusive decision-making, sought valuable insights and ideas from a broad spectrum of contributors, including representatives from various sectors closely connected to the university. A comprehensive approach was undertaken, encompassing key stakeholders such as students, faculty, staff, preceptors, alumni, employers of graduates, hospitals, and other academic institutions.

The development of the new School of Pharmacy (SOP) strategic plan (SP) 2024-2029 was launched in the summer of 2023, by establishing the SP steering committee guiding principles, development process, and timeline. This exercise builds upon the work shared in the self-study report, where a faculty retreat organized by the Dean in spring 2022, identified action items and champions for various priorities. The SP steering committee includes a wide representation encompassing faculty, preceptors, staff, students, and alumni. The development process was divided into three phases, starting with the collection of ideas from diverse stakeholders (phase 1), followed by the integration of inputs into clearly validated goals (phase 2), and culminating in planning the implementation and dissemination (phase 3).



Phase 1 was concluded in November 2023 with the comprehensive gathering of input from all stakeholders, including faculty, preceptors, staff, students, alumni, employers, the pharmaceutical industry, university and hospital administrators, and other schools at LAU. This

was achieved by using a SWOT survey and dedicated focus groups. In total, input was collected from more than 200 individuals, and showcased at a school retreat.

Phase 2 was initiated in December 2023 during a school retreat which allowed participants to discuss input collected in Phase 1 and identify the goals and action items. Roundtable discussions centered around different areas such as School excellence, leadership, and professional development, measuring success and promoting accountability, promotion, and outreach (roundtable 1); Student support and development, diversity, equity, and inclusion, and alumni engagement (roundtable 2); Education, curriculum enhancement and innovation, interprofessional education (roundtable 3); Clinical practice, experiential learning, interprofessional practice, and community service (roundtable 4); Research, collaboration and Partnerships, and facilities enhancement (roundtable 5).

Phase 3 was initiated in March 2024, and entailed developing the action items/steps, identifying champions, and setting key performance indicators and timeline, for each goal.

The SP was vetted and approved by faculty and staff during the all-school meeting on December 13, 2024.

Focus Groups Input



During this collaborative process, a total of 74 inputs were gathered through focused deliberations within specific stakeholder groups. The breakdown of the inputs received from each focus group is as follows:

- Student Focus Group: 16 participants
- Faculty Focus Group: 11 participants
- Staff Focus Group: 12 participants
- Preceptor Focus Group: 9 participants
- Alumni Focus Group: 8 participants
- Employers of Graduates Focus Group: 4 participants from different settings (pharmaceutical industries, ministry of public health, other)
- Hospitals Focus Group: 9 participants
- Other Schools Focus Group: 5 participants

This concerted effort, marked by the active involvement of individuals representing various perspectives laid the foundation for a comprehensive and inclusive strategic planning process.

Swot Survey Input

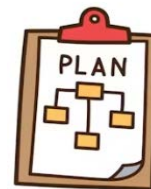


In tandem with the extensive focus group sessions, the School of Pharmacy undertook another crucial initiative to gather insights through a comprehensive SWOT survey. This survey, designed to assess strengths, weaknesses, opportunities, and threats, served as an additional avenue for stakeholders to contribute to the strategic planning process. Acknowledging the significance of diverse perspectives, the SOP reached out to key participants from various sectors closely affiliated with the university. The SWOT survey garnered a robust response, with a total of 130 participants providing valuable input. The breakdown of survey participants across different stakeholder groups is as follows:

- Student SWOT Survey: 48 responses
- Faculty SWOT Survey: 13 responses
- Staff SWOT Survey: 5 responses
- Preceptors SWOT Survey: 6 responses
- Alumni SWOT Survey: 54 responses
- Employers of Graduates SWOT Survey: 4 responses

This dual approach, combining focus group discussions and the SWOT survey, reflects the SOP's commitment to capturing a wide range of perspectives and ensuring inclusivity in the strategic planning process.

Strategic Plan Progress Assessment



The implementation of the Strategic goals and action items is a shared responsibility of all school stakeholders, including faculty, staff and students. The implementation process is led by a coordinator, lead champions and champions:

- The Associate Dean for Academic Affairs (ADAA) serves as coordinator of the SP, to oversee, monitor and report progress to the Dean.
- Lead champions are assigned for each goal to ensure achievement of the goal and follow-up with champions assigned to each action item. Lead champions report to the ADAA the progress on annual basis / as needed.
- Champions are assigned to complete specific action items. Champions report progress to the lead champion on annual basis / as needed.

An annual report is generated by the ADAA shared with the Dean and presented to faculty and staff.

Strategic Plan Resources

- | | |
|---|---|
| 1. Budget and lines for full-time faculty and staff equivalents | 12. Graduate Studies and Research |
| 2. LAU Medical Center-Rizk Hospital | 13. Smart classrooms |
| 3. Human Resources | 14. Information and Technology/Multimedia |
| 4. Clinical Simulation Center | 15. Student Development and Enrollment Management |
| 5. Center for Innovative Learning | 16. Facilities Management |
| 6. Interprofessional Education Program | 17. LAU Schools and Programs |
| 7. Institute of Research and Assessment | 18. Development Office |
| 8. Strategic Communication Department | 19. University Committees and Councils |
| 9. Innovation Center / industrial hub | 20. Partners and affiliates (hospitals; pharmaceutical industries; pharmacies; NGOs; other) |
| 10. Laboratories | |
| 11. Pharmaceutical and Medical Research Center | |

Strategic Plan Pillars, Goals and Action Items

After several intensive meetings and comprehensive analyses, the strategic pillars, goals, and action items that will guide our School of Pharmacy's strategic plan's journey from 2024 to 2029 came to light. These Pillars are the culmination of thorough deliberations, incorporating insights from diverse stakeholders including faculty, staff, students, alumni, employers, university and hospital administrators, Pharma and community partners. Through focused discussions and meticulous examination of focus group reports and SWOT analyses, the Strategic Plan Steering Committee identified key areas of focus to ensure accountability and propel our school toward excellence and sustainable growth. The following strategic pillars and respective goals serve as a roadmap over the next five years, guiding our actions and decisions to achieve our collective vision of excellence in education, research, and community engagement.

The SOP proposed strategic Plan for 2024-2029 focuses on 5 Pillars and 21 Goals and 93 Action items as follows:

Pillar I - Cultivating Excellence, Leadership, and Professional Development



This pillar aims to advance excellence in pharmacy education and practice through leadership, professional development, and advocacy.

Goal 1.1. Promote the School National, Regional and Global Visibility

- 1.1.1 Enhance participation in conferences, workshops, and events at various levels (University, National, Local/Regional, and International).
- 1.1.2 Establish local, regional, and international partnerships and collaborations through MOUs with universities, MOPH, research institutions, clinical entities, and industry.
- 1.1.3 Launch and manage a school-managed social media account, including a student-managed page for showcasing student activities and a faculty/staff-managed page for official school information.
- 1.1.4 Establish a newsletter highlighting faculty, staff, and student and alumni accomplishments.
- 1.1.5 Expand the consulting services of the School of Pharmacy in higher education and healthcare.
- 1.1.6 Support the university's endeavor to utilize the NY campus through school-specific initiatives.

Goal 1.2. Support Faculty and Staff Development

- 1.2.1 Create professional development workshops for faculty to enhance their teaching practices in collaboration with CIL.
- 1.2.2 Create professional development workshops for staff for capacity building, administrative, and leadership skills.
- 1.2.3 Focus on well-being and mental health as integral components of professional development.

- 1.2.4 Promote faculty and staff exchange programs with other academic and practice institutions to enhance pedagogical, research, and practical skills.
- 1.2.5 Mitigate teaching loads to incentivize professional development among faculty.
- 1.2.6 Enhance the mentorship program to ensure clear outcomes for the mentee based on their career goals.
- 1.2.7 Establish a joint providership of ACPE continuing education.
- 1.2.8 Set up clear academic opportunities for the non-tenure teaching track faculty.

Goal 1.3. Enhance Measures of Success and Tools of Accountability

- 1.3.1 Enhance measures of accountability, including KPIs, to achieve success.
- 1.3.2 Evaluate and monitor mechanisms to ensure the efficiency of school functions.
- 1.3.3 Establish measures of citizenship and reward good citizenship and service.

Goal 1.4. Advance and Transform Pharmacy Education and Practice Through Advocacy

- 1.4.1 Introduce advocacy as part of the didactic curriculum.
- 1.4.2 Initiate advocacy efforts with different stakeholders to advance pharmacy education and practice.
- 1.4.3 Promote the value, role, and impact of pharmacists in diverse practice settings and specialty areas.

Goal 1.5. Increase Fundraising Efforts to Support Innovative Research, Student Scholarships, and Community Outreach Programs at the School of Pharmacy

- 1.5.1 Establish a comprehensive fundraising strategy that includes targeted campaigns, donor engagement initiatives, and partnerships with organizations.
- 1.5.2 Collaborate with industry partners to secure grants and sponsorships that align with the school's strategic priorities and initiatives.
- 1.5.3 Launch targeted giving campaigns aimed at alumni, highlighting specific initiatives such as student scholarships, research projects, or facility upgrades.

Pillar II - Fostering Student Success, Development and Strengthening Alumni Engagement



This pillar aims to cultivate the personal and professional growth of students while forging enduring and enriching partnerships with alumni.

Goal 2.1. Enhance Student Support Services and Development Initiatives

- 2.1.1 Foster student well-being and sense of belonging.
- 2.1.2 Organize career planning and guidance events for pre-pharmacy and professional year students.
- 2.1.3 Promote student professional conduct and leadership roles.
- 2.1.4 Establish peer-to-peer student mentoring.
- 2.1.5 Encourage student engagement in professional pharmacy organizations.
- 2.1.6 Restructure and strengthen the compulsory academic advising process.
- 2.1.7 Improve job placement opportunities through signing local, regional, and international MOUs.
- 2.1.8 Develop mechanisms to track student progression and address ensuing challenges.

Goal 2.2. Foster Multicultural Awareness and Inclusive Excellence

- 2.2.1 Recruit a diverse cohort of pharmacy learners.
- 2.2.2 Develop multicultural programs, policies, and resources to support faculty, staff, and learners.
- 2.2.3 Embed concepts of cultural humility, inclusion, and equity into the curriculum.

Goal 2.3. Enhance Alumni Engagement in School Life

- 2.3.1 Foster networking opportunities with SOP alumni (in person and virtual).
- 2.3.2 Establish a mentor-mentee program that pairs alumni with current students.

- 2.3.3 Establish a formal communication strategy with SOP alumni.
- 2.3.4 Engage SOP alumni in providing feedback and contributing to student learning experiences.
- 2.3.5 Involve alumni in serving on school committees.
- 2.3.6 Partner with and support the SOP alumni chapter in their activities.

Pillar III - Transformative Pedagogy: Elevating Education through Innovation in Curriculum, Teaching Practices, Assessment Methods and Interprofessional Initiatives



This pillar aims to elevate pharmacy education by integrating pedagogical and curriculum enhancements and fostering collaborative learning environments through interprofessional education initiatives.

Goal 3.1. Implement a Holistic Curriculum Revision

- 3.1.1 Develop a dynamic process for curriculum revision.
- 3.1.2 Align the curriculum with the newly published Curriculum Outcomes and Entrustable Professional Activities.
- 3.1.3 Offer a diversity of electives.
- 3.1.4 Integrate digital health and AI into the curriculum.
- 3.1.5 Diversify the content of the curriculum to meet current and future practice.

Goal 3.2. Continuously Enhance Curriculum Delivery

- 3.2.1 Integrate technology in classroom delivery, management, and assessment.
- 3.2.2 Emphasize critical thinking and research throughout the curriculum.
- 3.2.3 Provide support for teaching activities.

Goal 3.3. Enhance Graduates' Competitive Edge

- 3.3.1 Launch new certificate programs following business case analysis.
- 3.3.2 Explore the development of new master / PhD programs.
- 3.3.3 Consider the introduction of PGY2 programs.

Goal 3.4. Implement Academic Performance Tracking Systems

- 3.4.1 Enhance the admission processes by identifying predictors of academic and professional success for incoming students.
- 3.4.2 Implement and monitor academic performance and provide remediation plans.
- 3.4.3 Review and adjust evaluation methods, providing evidence of feedback to students.
- 3.4.4 Establish a structure for continuous evaluation of students in the program, focusing on competency levels.

Goal 3.5. Advance Intraprofessional and Interprofessional Education in the Program

- 3.5.1 Foster Interprofessional collaboration (health and non-health schools) and commitment among faculty.
- 3.5.2 Incorporate interprofessional OSCEs and simulations in the curriculum.
- 3.5.3 Enhance and diversify IPE opportunities, including simulation experiences.

Pillar IV - Pharmacy Synergy: Bridging Clinical Practice, Experiential Learning, Interprofessional Collaboration, and Community Engagement



This pillar aims to bridge clinical practice, experiential learning, interprofessional collaboration, and community service to advance patient care and develop students into well-rounded and compassionate healthcare professionals.

Goal 4.1. Expand Clinical Practice Areas to Train Students in Diverse Pharmacy Settings

- 4.1.1 Pediatrics: Explore additional sites with high pediatric caseloads and diverse pediatric subspecialties.
- 4.1.2 Ambulatory Care: Expand the ambulatory care rotations to cover different practice areas, including but not limited to, endocrinology, psychiatry, and nephrology.
- 4.1.3 Industry: Expand collaboration with the LAU Bioequivalence Lab and the pharmaceutical industry to enhance students' readiness in different areas.
- 4.1.4 Community Pharmacy: Emphasize contemporary US pharmacy practices into the existing framework of community pharmacy training to better prepare students for community roles.
- 4.1.5 Explore further partnerships and collaborations with training sites in Lebanon, the region, and the US to enhance students' experiences in other specialty areas.

Goal 4.2. Optimize Experiential Education and Learning

- 4.2.1 Revise experiential education evaluation criteria for various rotation sites, incorporating trends from student evaluations, establishing minimum site, and learning expectations.
- 4.2.2 Improve teaching and assessment methods in experiential courses through increasing role modeling and project-based learning.
- 4.2.3 Integrate Digital Health and artificial Intelligence tools in the experiential curriculum starting from the introductory professional practice experiences.

- 4.2.4 Collaborate with practice sites through quality improvement projects that contribute to pharmacy practice advancement.
- 4.2.5 Address the adjunct faculty professional development needs.
- 4.2.6 Seek grants to support practice initiatives and clinical faculty development.
- 4.2.7 Document the value of student interventions in patient care.

Goal 4.3. Promote Intraprofessional and Interprofessional Practice Models

- 4.3.1 Implement interprofessional simulation experiences in experiential courses.
- 4.3.2 Foster interprofessional collaboration and practice in the clinical decision-making process to optimize patient care.
- 4.3.3 Promote the role of pharmacists in health clinics.
- 4.3.4 Ensure pharmacists' participation in hospitals' grand rounds.
- 4.3.5 Collaborate with other healthcare schools for education, outreach, and community service.

Goal 4.4. Expand and Structure Community Service and Outreach Activities

- 4.4.1 Organize awareness campaigns aligned with the university/hospital calendar.
- 4.4.2 Support and build on students' community service initiatives.
- 4.4.3 Support and build on faculty/preceptors' community service initiatives.

Pillar V - Pharmacy Research: Advancing Research Excellence, Collaboration, and Student Engagement



This pillar aims to nurture a culture of innovation and discovery, by establishing a robust research infrastructure, fostering collaboration and strategic partnerships, enhancing our facilities to create an optimal environment for advancing pharmaceutical knowledge and practice.

Goal 5.1. Enhance Research Productivity

- 5.1.1 Recruit active research faculty to contribute to the growth of research initiatives and strategic research priorities.
- 5.1.2 Establish a plan to support faculty research activities.
- 5.1.3 Update the school research facilities to meet the needs of faculty and students.
- 5.1.4 Develop a plan to effectively communicate research outcomes and findings to both the professional community and the public.
- 5.1.5 Develop a plan to support and enhance clinical research.
- 5.1.6 Expand the definition of scholarly work to include the scholarship of teaching and learning.

Goal 5.2. Promote Collaboration and Establish Strategic Partnerships to Improve Research Productivity

- 5.2.1 Foster collaboration among faculty.
- 5.2.2 Promote and sustain collaboration and partnership agreements with local, regional, and international partners, agencies, and organizations.

Goal 5.3. Enhance Student Research Competencies and Support Student Research Endeavors

- 5.3.1 Develop initiatives to involve students in research endeavors.

- 5.3.2 Establish joint fellowship programs.
- 5.3.3 Provide more opportunities for public speaking experiences.

Goal 5.4. Lead and Collaborate on the Development of the Pharmaceutical and Medical Research Center (PMRC)

- 5.4.1 Develop initiatives to provide students with internship, volunteer, experiential, and research opportunities within the center.
- 5.4.2 Develop initiatives to involve SOP faculty and staff members in research endeavors.
- 5.4.3 Coordinate with the PMRC to offer professional development sessions for faculty.