

Strategic Plan 2018-2023 Framework

“LEADING THE WAY”

School 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 in **servicing the profession and community**.

School Vision

The Lebanese American University School of Pharmacy seeks to be recognized as a national and regional leader for outstanding pharmacy **education** and innovative **practice** and **research**, with the aims of providing excellent patient care, improving human health, and advancing scientific knowledge.

Strategic Plan Overarching Key Performance Indicators (KPIs)

- I. Innovation in teaching with commitment to interprofessional education and practice, simulation, active learning and technology.
- II. Launching new intra- and inter-disciplinary programs such as graduate Master’s degrees, postgraduate residencies, and certificates.
- III. Partnerships to advance excellence and innovation in teaching, practice, and research.

Implementation of the strategic goals and action items is coordinated by the Associate Dean for Academic Affairs and reported annually¹ to the Dean.

Strategic Plan Development Process

Led by a Steering Committee² encompassing school faculty, staff and students. Input solicited from stakeholders including a retreat that comprised faculty (full- and part-time faculty and preceptors), staff, and students; focus groups (students and staff); and surveys (alumni, employers, faculty and staff).

Strategic Plan Overall Resources

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

¹ Each goal should be completed by the estimated timeline, indicated in the header of the document.

² The Strategic Plan Steering Committee included: Imad Btaiche (dean-chair); school faculty: Roy Kanbar (co-chair), Soumana Nasser, Aline Saad, Anthony Capomacchia, Hani Dimassi, and Lamis Karaoui; Pamela Fernainy (staff-assistant); Vanessa Najem and Cynthia Aoun (students).

Mission Driven Pillars

Strategic Pillar 1: Education (Dean / ADAA / SAO / Chairs / SCC / AEC / SAdC / FPDC / CCAC)³

The LAU School of Pharmacy aims for excellence in education through innovation, development and partnerships for its graduating students to be team- and practice-ready, and to raise the profile of pharmacy as an essential healthcare profession.

	Goal	Key Performance Indicators
Faculty	<p>1.1. Faculty recruitment: Recruit and retain top-level faculty.</p> <p>Action items:</p> <p>1.1.1. New FTEs: Actively pursue the recruitment of accomplished scholars and pharmacy clinicians according to identified needs for curriculum, research, practice and program advancement (1, 3, 8, 13).</p> <p>1.1.2. Different tracks: Enrich the faculty pool through recruitment of diverse faculty on different tracks (1, 3, 11, 13).</p>	<p>KPI 1.1.1. Recruitment of notable faculty for the undergraduate, graduate, postgraduate and other programs.</p> <p>KPI 1.1.2. Recruitment of visiting faculty for select areas of current and new program needs.</p> <p>KPI 1.1.3. Recruitment of clinical faculty with advanced experience and diverse expertise.</p> <p>KPI 1.1.4. Exchange faculty to support program advancement.</p>
	<p>1.2. Faculty Personal and Professional Development: Enhance capacity-building of faculty through personal and professional development.</p> <p>Action items:</p> <p>1.2.1. Development. Explore more opportunities for faculty training and development in innovative teaching and learning methods (4, 5, 19).</p>	<p>KPI 1.2.1. Recognition of faculty with outstanding commitment to innovation in education.</p> <p>KPI 1.2.2. Emphasis on faculty appraisal for innovation in education.</p>
Students	<p>1.3. Students' recruitment: Recruit quality and diverse students.</p> <p>Action items:</p> <p>1.3.1. Admission: Revisit students' admission policies for a more holistic and equitable process (14).</p> <p>1.3.2. Students' diversity: Identify new sources for financial aid to further support enrollment opportunities of qualifying students' of diverse economic backgrounds (1, 14).</p> <p>1.4. Students Personal and Professional Development: Implement new strategies and introduce new educational activities to enhance students' personal and professional development.</p> <p>Action items:</p>	<p>KPI 1.3.1. Review of admission policies to pre-pharmacy, and professional years 1 and 4.</p> <p>KPI 1.3.2. Availability of larger amounts of funds for financial aid support.</p> <p>KPI 1.4.1. Implementation of co-curricular</p>

³ ADAA – Associate Dean for Academic Affairs, SAO – Student Affairs Office, DEE – Director of Experiential Education, SCC – School Curriculum Committee, AEC – Assessment and Evaluation Committee, SAdC – School Admission Council, FPDC – Faculty Professional Development Committee, CCAC – Co-curricular Activities Coordinator.

1.4.1. Co-curriculum: Develop, implement and assess the co-curriculum (1, 7, 19).

1.4.2. Entrustable Professional Activities (EPAs): Ensure the delivery of EPAs in the curriculum for students to be ready for their advanced pharmacy practice experiences (APPEs) (4, 18).

1.5. Students' services: Advance students' support services.
Action items:
1.5.1. Career guidance: Enhance students' advising, mentoring and career guidance (8, 13, 14).

activities with documentation and assessment plan.

KPI 1.4.2. Delivery of EPAs following mapping to the program educational goals and evaluation rubrics.

KPI 1.5.1. Implementation of a structured pharmacy career orientation and guidance plan.

1.6. Innovation: Advance the implementation of active learning throughout the curriculum.

Action items:
1.6.1. Simulation: Integrate clinical simulation and OSCE (Objective Structured Clinical Examination) in the curriculum (1, 4, 16, 19).

1.6.2. Technology in classrooms: Increase technology use to ensure efficient educational delivery (5, 12, 13).

KPI 1.6.1. Documented application of school-wide method of active learning in the curriculum.

KPI 1.6.2. Reinforcement of assessment methods.

KPI 1.6.3. Assembled a school-based clinical simulation workgroup.

KPI 1.6.4. Designed a plan for simulation incorporation in applicable courses and its assessment using OSCEs.

KPI 1.6.5. Expand use of online resources during class to advance active learning.

KPI 1.6.6. Delivery of online examination in applicable courses.

KPI 1.6.7. Embedding of technology in students' assignments and presentations.

KPI 1.6.8. Availability of classroom settings that foster active learning.

1.7. Interprofessional: Integrate interprofessional education (IPE) and interprofessional practice (IPP) in the curriculum

Action items:
1.7.1. IPE in curriculum: Incorporate the IPE steps into didactic, experiential and simulation-based components of the curriculum (1, 2, 4, 16, 19).

KPI 1.7.1. IPE activities designed and delivered with the representation of key health science disciplines including but not limited to pharmacy, nursing, medicine, nutrition and social work.

KPI 1.7.2. Documented all students' engagement and fulfillment of IPE and IPP activities.

KPI 1.7.3. Assessment of IPE and IPP students' learning outcomes.

KPI 1.7.4. Development, implementation and assessment of IPE and IPP in the co-curriculum.

1.7.2. IPE in co-curriculum: Embed IPE and IPP in co-curricular activities (1, 16).

1.8. Leadership: Nurture the development of leadership in faculty and students for being catalysts of professional transformation.

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	<p>Action items: 1.8.1. Leadership skills: Promote the development of leadership skills in faculty and students for them to be champions in the transformation of pharmacy education and practice (5, 14, 17).</p>	<p>Dean KPI 1.8.1. Hosted leaders to deliver seminars and workshops for their innovation and success in pharmacy leadership and entrepreneurship. KPI 1.8.2. Incorporated leadership and entrepreneurship learning activities in the curriculum and co-curriculum. KPI 1.8.3. Develop a network forum with pharmacy and business leaders and alumni.</p>
<p>Staff</p>	<p>1.9. Staff recruitment: Recruit new assistants (academic, facilitators and teaching assistants) with diverse qualifications to support the school’s educational priorities (1, 3, 13, 8). 1.10. Staff Personal and Professional Development: Support staff personal and professional development (3, 5, 14).</p>	<p>Chairs KPI 1.9.1. Recruitment of teaching assistants to support active learning and simulation activities. KPI 1.9.2. Recruitment of part-time staff to support co-curricular activities. KPI 1.10.1. Training programs for staff in coordination with Human Resources (HR) department.</p>
<p>Facilities</p>	<p>1.11. Laboratory facilities: Enhance the quality and equipment of teaching laboratories (12, 15). 1.12. Classrooms: Expand space allocation for classrooms, teaching laboratories and computer center (12, 15). 1.13. Experiential facilities: Continuously strive for the highest quality practice sites (18).</p>	<p>Chairs KPI 1.11.1. Acquisition of new and upgrading of current laboratory equipment to support program development and research advancement. KPI 1.11.2. Funds to improve current teaching laboratories.</p>
<p>Academic alliances</p>	<p>1.14. Academic alliances: Build academic partnerships for the purpose of faculty, student and intellectual exchanges with national and international prominent schools and colleges of pharmacy (1). 1.15. Academic alliances: Develop joint intra-school and inter-university certificate programs (1, 7, 11, 16).</p>	<p>Dean KPI 1.14.1. Availability of exchange programs including experiential rotations and research experiences.</p>
<p>Marketing and branding</p>	<p>1.16. Marketing and branding: Promote the quality, values and rigor of LAU’s pharmacy education (8).</p>	<p>Dean KPI 1.16.1. Development and implementation of a multifaceted and sustainable branding and marketing campaign in line with emerging needs of pharmacy education, practice and employment landscapes, in coordination with LAU’s Marketing and Communications. KPI 1.16.2. Promoting the profile of pharmacy as an essential and trusted healthcare profession at national and international venues. KPI 1.16.3. Promoting the school’s new and existing programs and their unique values through professional engagement and school-organized conferences.</p>

Strategic Pillar 2: Research (*Dean / ADAA / SAO / Chairs / SCC / SRC / CCAC*)⁴

The LAU School of Pharmacy aims for innovation in research through collaboration, networking and all-inclusiveness, to advance the clinical and industrial pharmacy practice.

	Goal	Key Performance Indicators
Faculty	<p>2.1. Research productivity: Improve research quantity and quality.</p> <p>Action items:</p> <p>2.1.1. Collaboration: Promote faculty’s intra- and inter-disciplinary research collaboration in clinical and basic sciences (1, 11, 16).</p> <p>2.1.2. Scholarship of teaching and learning: Promote and support educational-type research and publications (5, 7).</p> <p>2.1.3. Research development: Support research-centric faculty development (1, 3, 8, 15).</p> <p>2.2. Research faculty: Recruit visiting and research faculty to advance the School’s research agenda (1, 3, 8, 15).</p>	<p>KPI 2.1.1. Identifying niche research areas and conducting focus groups of faculty representing different disciplines, schools and mutual areas of interest.</p> <p>KPI 2.1.2. Recognition of faculty research innovation in line with university policies.</p> <p>KPI 2.1.3. Emphasis on faculty appraisal for research innovation.</p> <p>KPI 2.1.4. Faculty development in grant proposal writing</p> <p>KPI 2.1.5. Dedicated research laboratories.</p> <p>KPI 2.1.6. Start-up research funds for junior faculty.</p> <p>KPI 2.1.7. Criteria refinement of faculty quality research to annual performance appraisal.</p>
	<p>2.3. Students’ research: Establish research experiences for undergraduate and graduate students.</p> <p>Action items:</p> <p>2.3.1. Research assistants: Recruit staff support (e.g., research assistants) for the graduate and postgraduate programs (1, 3).</p> <p>2.3.2. Research in curriculum: Structure undergraduate student involvement in meaningful research experiences (1, 8, 10, 15).</p> <p>2.3.3. Research in co-curriculum: Introduce meaningful research experiences in the co-curriculum (1, 8, 16).</p>	<p>KPI 2.3.1. Development of guidelines to allocate graduate assistantships.</p> <p>KPI 2.3.2. Development of a process to evaluate graduate assistants.</p> <p>KPI 2.3.3. Introduction of structured valuable research electives in the curriculum.</p> <p>KPI 2.3.4. Further enriching didactic courses, as applicable, with research-based assignments.</p> <p>KPI 2.3.5. Introduction of student-run journal club.</p> <p>KPI 2.3.6. Regularly informing students of faculty research opportunities.</p> <p>KPI 2.3.7. Providing research-type exchange programs.</p>

⁴ ADAA – Associate Dean for Academic Affairs, SAO – Student Affairs Office, PS Chair – Pharmaceutical Sciences Department Chair, SCC – School Curriculum Committee, SRC – School Research Committee, CCAC – Co-curricular Activities Coordinator.

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	<p>2.3.4. Students' recognition: Reward students' quality and innovative research productivity (1, 8).</p>	SAO	<p>KPI 2.3.8. Development of student research award.</p> <p>KPI 2.3.9. Organization of a standing pharmacy research forum.</p>
Innovation, advancement and leadership	<p>2.4. Graduate programs: Launch new graduate programs (1, 3, 11, 19).</p> <p>2.5. Partnerships: Establish a school-based unit for Drug Evaluation and Research (1, 3, 8, 9, 18).</p>	PS Chair	<p>KPI 2.4.1. Launch new graduate and certificate programs following business case analysis.</p> <p>KPI 2.4.2. Acquisition of certifications for Good Laboratory Practice (GLP) from the Ministry of Public Health.</p> <p>KPI 2.5.1. Pursue the establishment of drug testing unit.</p>
Staff	<p>2.6. Staff in research: Increase personnel support for research.</p> <p>Action items:</p> <p>2.6.1. Laboratory supervisor: Recruit a laboratory supervisor to support the anticipated program expansion and advancements (1, 3, 8, 18).</p> <p>2.6.2. Research assistant: Recruit part-time staff assistants to support the school's research priorities (1, 3, 8).</p> <p>2.6.3. Staff development: Support research professional engagement and development (3).</p>	PP/PS Chair	<p>KPI 2.6.1. Laboratory assistants' active participation in research projects.</p>
Facilities	<p>2.7. Research facilities: Provide expanded quality infrastructure support for research (1, 8, 15, 16).</p>	PS Chair	<p>KPI 2.7.1. Allocation of new space for faculty research and graduate students.</p> <p>KPI 2.7.2. Collaboration with other LAU schools to improve access to laboratory resources.</p> <p>KPI 2.7.3. Enhancing the quality and variety of equipment for the research laboratories.</p> <p>KPI 2.7.4. Continuous assessment of laboratory space and acquisition of necessary equipment.</p>
Academic alliances	<p>2.8. Alliances: Build research partnerships with internal and external scholars, units, organizations, and funding agencies.</p> <p>Action items:</p> <p>2.8.1. Pharmaceutical industry: Develop research initiatives and projects that dynamically connect faculty expertise with the pharmaceutical industry (1, 8, 17).</p> <p>2.8.2. Inter-university collaboration: Establish research-focused agreements with research-intensive universities (1, 17).</p> <p>2.9. Faculty exchange: Promote and support faculty exchange for joint research projects (1, 17).</p>	Dean / ADAA	<p>KPI 2.8.1. Agreements with leading pharmaceutical industries, scientific societies, hospitals and universities.</p> <p>KPI 2.8.2. Establish joint fellowship programs.</p>
Marketing and branding	<p>2.10. Marketing and branding: Promote school faculty innovative and breakthrough research (8).</p>	Dean	<p>KPI 2.10.1. Development and implementation of a sustainable strategy to promote school faculty, in coordination with LAU's Marketing and Communications Office.</p>

Strategic Pillar 3: Practice (Dean / ADAA / PP Chair / DEE / CC)⁵

The LAU School of Pharmacy aims at advancing the scope of pharmacy practice through intra / inter-professional collaboration for patient-centered care, supported by contemporary national laws and regulations.

	Goal	Key Performance Indicators
Faculty	<p>3.1. Practice faculty: Advance the integration of clinical faculty into team-based and patient-centered care process.</p> <p>Action items:</p> <p>3.1.1. Pharmacists’ Patient Care Process (PPCP): Expand and structure the Pharmacist Patient Care Process by clinical faculty (2, 18).</p> <p>3.1.2. IPP: Identify and pursue additional opportunities for interprofessional collaborative practice (6, 18).</p> <p>3.2. Practice model: Expand the pharmacy practice model to the inpatient and outpatient populations at LAUMC-RH (1, 16, 18).</p> <p>3.3. Joint position: Explore joint faculty appointments with practice sites.</p> <p>Action items</p> <p>3.3.1. Shared vision: Build a shared practice model vision with practice sites (2, 18).</p>	<p>PP Chair</p> <p>KPI 3.1.1. Developed policies and assessment plan for clinical practice outcomes.</p> <p>KPI 3.1.2. Recognition of faculty’s successful and sustainable implementation of PPCP on patient care services.</p> <p>PP Chair / CC</p> <p>KPI 3.2.1. Established faculty-driven medication therapy management programs in the inpatient, ambulatory, community and transition of care settings.</p> <p>PP Chair</p> <p>KPI 3.3.1. Agreements with practice sites for joint appointments.</p>
	<p>3.4. Graduates’ competencies: Ensure graduating students’ team- and practice-readiness.</p> <p>Action items</p> <p>3.4.1. Interprofessional collaboration: Bridge IPE to interprofessional practice (IPP) (2, 4, 6, 16, 18).</p> <p>3.4.2. Students’ practice: Enact, document, and assess the PPCP in experiential education (2, 4, 6, 16, 18).</p> <p>3.4.3. Educational tools: Acquire a virtual interactive patient software-based program to enhance students’ learning (1, 4, 16).</p>	<p>ADAA / EEO</p> <p>KPI 3.4.1. Development, implementation and assessment of IPE activities and outcomes.</p> <p>KPI 3.4.2. Revised syllabi for the introductory and advanced pharmacy practice experiences to capture new accreditation requirements and contemporary pharmacy practice.</p> <p>KPI 3.4.3. Revised and improved patient data collection and SOAP forms.</p> <p>KPI 3.4.4. Purchase and use of a virtual patient software program.</p>
Innovation, advancement and leadership	<p>3.5. Innovation: Support innovation in pharmacy practice.</p> <p>Action items</p> <p>3.5.1. Residency programs: Launch postgraduate residency programs (1, 2, 3, 8, 15, 16, 18).</p> <p>3.6. Advancement and leadership: Establish pharmacy practice in interprofessional care clinics.</p>	<p>PP Chair</p> <p>KPI 3.5.1. Development and implementation of residency programs.</p> <p>KPI 3.6.1. Clinical services provided by clinical faculty and students in clinics.</p>

⁵ ADAA – Associate Dean for Academic Affairs, PP Chair – Pharmacy Practice Department Chair, DEE – Director of Experiential, CC – Clinical Coordinator.

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	<p>Action items</p> <p>3.6.1. Outpatient clinics: Coordinate with LAU Health Science schools interprofessional practice (IPP) collaboration in outpatient populations (2, 16, 18).</p>	PP Chair / CC
Staff	<p>3.7. Staff recruitment: Recruit staff to support curricular advancement in postgraduate residency programs (1, 3, 8).</p> <p>3.8. Staff: Support staff personal and professional development (3).</p>	<p>KPI 3.7.1. Identified staff needs and recruitment.</p> <p>KPI 3.8.1. Training and development programs in conjugation with HR.</p>
Facilities	<p>3.9. Practice facilities: Expand and diversify the practice and experiential education sites.</p> <p>Action items</p> <p>3.9.1. Diversity: Partner with additional practice sites to provide coverage of diverse patient populations (1, 17, 18).</p> <p>3.9.2. Selection: Continue selecting practice sites where preceptors and sites exclusively meet the highest standards of experiential education (18).</p> <p>3.10. University Medical Center: Advance the collaborative pharmacy practice model at the Lebanese American University Medical Center-Rizk Hospital (LAUMC-RH).</p> <p>Action items</p> <p>3.10.1. Role: Further advance and support the engagement of school clinical faculty in their active roles at LAUMC-RH (2, 3, 16).</p>	<p>EEO</p> <p>PP Chair / CC</p> <p>KPI 3.9.1. Recruit more clinical faculty on the non-tenure track with diverse specialties.</p> <p>KPI 3.9.2. Further increase the involvement and commitment of school clinical faculty to team-based patient centered practice at LAUMC-RH.</p> <p>KPI 3.9.3. Identify and allocate space needs for school clinical faculty at LAUMC-RH.</p> <p>KPI 3.10.1. Further support the development and expansion of the Pharmacy Department operations at LAUMC-RH as a cornerstone for advanced clinical pharmacy services.</p>
Academic alliances	<p>3.11. Alliances: Develop and sustain partnership models, regionally and internationally to advance clinical education, integrated residency training, and service and clinical research.</p> <p>Action items</p> <p>3.11.1. Intellectual exchange: Pursue more opportunities for faculty, preceptor, students and intellectual exchanges with affiliates, partners and pharmacy societies (1, 3, 18).</p>	<p>Dean</p> <p>KPI 3.11.1. Structure and expand preceptor exchange programs with affiliates and partners.</p> <p>KPI 3.11.2. Join effort with national and international professional pharmacy societies for advocacy to advance pharmacy practice.</p> <p>KPI 3.11.3. Joint providership of ACPE continuing education.</p>
Marketing and branding	<p>3.12. Marketing and branding: Raise the profile of pharmacy practitioners as important partners in patient care delivery (6, 8).</p> <p>3.13. Residency accreditation: Acquire ASHP accreditation status for the residency programs (1, 2, 7, 15).</p>	<p>Dean</p> <p>PP Chair</p> <p>KPI 3.12.1. Increased communication to further promote the school's innovative and transformational pharmacy practice models.</p> <p>KPI 3.12.2. Leading change through advancing interprofessional collaborative practice.</p> <p>KPI 3.12.3. Active engagement in national and international professional societies to develop health policies that influence regulation and delivery of health care.</p>