	DEPARTMENT: ADM/QUALITY ASSURANCE TITLE: Faculty Strategic Plan for Teaching and Learning 2021-2025	CODE: ADM/QA – SP- FO – 01	
		IMPLEMENTATION DATE: 18/01/2021	
		REVISION DATE: 18/01/2024	
		PAGE 1 OF 12	EDITION 1

I. Mission, Vision and Aims of the Teaching & Learning committee at the Faculty of Pharmacy, Lebanese University

Mission: In line with the mission of the Lebanese University, the Faculty of Pharmacy works in the public sector to provide pharmacy students and post graduates with patient-centered training in order to meet the evolving needs of society in health care; it is committed to ensuring scientific and professional academic Quality.


Vision: The Faculty of Pharmacy will be recognized nationally as an academic center of Quality for quality patient-centered education that responds to society's healthcare needs, and for its research contributions. The faculty will effectively contribute to healthcare reform in the country and will be the partner of choice for healthcare professionals and the interface to all potential partners operating in the country.

The strategy builds on the faculty's mission and vision, in addition to the Lebanese University's efforts to continue to improve teaching and learning, expand quality education for a diverse student body across programs and faculties, innovate in teaching approaches and research, and to develop new offerings and programs. Understanding of academic standards and approaches enable the faculty to achieve its aims while meeting the challenges of rising expectations and changing external environment.

The Lebanese University – Faculty of Pharmacy (LU-FOP) teaching and learning strategy is underpinned by the belief in education as a comprehensive endeavor that prepares students for their future careers and equips them with the knowledge and skills necessary for the betterment of society.

The faculty aims at the following strategic goals:

- Providing an education that is effective, efficient and innovative, diversified and patient-centered, enabling the acquisition of the skills necessary for the various pharmaceutical professions.
- Guarantee the education quality by the continuous evaluation process of programs and processes.
- Ensure an environment open to communication, innovation and participation
- Promote partnerships for the development of professional practice
- Sustain scientific progress and research support

	DEPARTMENT: ADM/QUALITY ASSURANCE TITLE: Faculty Strategic Plan for Teaching and Learning 2021-2025	CODE: ADM/QA – SP- FO – 01	
		IMPLEMENTATION DATE: 18/01/2021	
		REVISION DATE: 18/01/2024	
		PAGE 2 OF 12	EDITION 1

- Foster the respect for values and ethics
- Support continuing education.

LU-FOP graduates will:

- Show a deep understanding of pharmacy and related specialties
- Apply their competencies to tackle professional and other real-life problems
- Commit to the improvement of their communities
- Demonstrate effectiveness in working within collaborative and diverse environments
- Display critical thinking, problem solving, creativity and innovation.

II. Strategic Priorities

The faculty’s strategic priorities for the teaching and learning committee are:


a. Curricular programs

Pharmacy and graduate programs offer students access to cutting edge knowledge, research and practice that bring them the needed experience to develop competencies key to their fields. LU-FOP strives to deliver a diverse range of programs based on academic Quality and latest research and knowledge in all its programs. LU-FOP also strives to offer its students the learning opportunities that enable them to develop core skills and procedural knowledge they need to join the job market and contribute to the economic and social development of their communities.

b. Teaching Methods

Faculty members are encouraged to use the latest teaching methods and approaches to maximize student learning and academic development. We rely on workshops and seminars, in addition to using flipped classrooms, problem-based learning, and active teaching methods. Technology is also an integral aspect of our teaching strategies, and we integrate educational technology in most of our programs.

Our faculty members are encouraged to use diverse modes for effective delivery of teaching beyond lecturing; they are encouraged to participate to various professional developmental activities related to better teaching methods. Resources and facilities are ensured that enable them to make their teaching interactive, student-centered, challenging and more rewarding for students. In addition, continuous feedback about how students learn is required through a rigorous quality review process.

	DEPARTMENT: ADM/QUALITY ASSURANCE TITLE: Faculty Strategic Plan for Teaching and Learning 2021-2025	CODE: ADM/QA – SP- FO – 01	
		IMPLEMENTATION DATE: 18/01/2021	
		REVISION DATE: 18/01/2024	
		PAGE 3 OF 12	EDITION 1

c. Student Engagement and Wellbeing

LU-FOP strives to maintain a positive and engaging environment for students from diverse backgrounds. It promotes a culture of safety, inclusivity and support by valuing diversity and promoting positive behavior among faculty and students. We set high expectations of our students in their academic journeys. Through open communication with the faculty and student, student, instructors and staff voices are at the heart of decision making.

Through experiential education in the community and hospitals, contact with local communities offers students chances to participate in a range of social, cultural and health related activities that support patients’ pharmaceutical care and overall wellbeing.

d. Assessment

At LU-FOP, a diverse range of assessment approaches and tools are used in our programs. Different approaches and tools allow faculty to cater to students’ learning styles and needs. Some of the assessment tools and approaches include portfolios, course assignments, projects, external internships, case studies, tests, quizzes and essays.


Interpretation of evidence from multiple sources enables LU-FOP faculty members to develop a comprehensive understanding of where students are and what they need. These tools are used to capture evidence of student learning, development, application of concepts and skills, achievement of learning outcomes, as well as their ability to transfer learning into new contexts.

e. Academic Research


LU-FOP promotes and encourages the production and the use of effective academic research in our programs across the different departments. Using research in teaching is known to constitute the nexus of academic Quality. As for overall research promotion activities, they are detailed in the LU-FOP research strategy.

III. SWOT Analysis


The SWOT analysis was conducted in consultation with faculty members to develop an in-depth understanding of the faculty’s strengths, weaknesses, opportunities and threats we face in key strategic areas of teaching and learning stated above.

	DEPARTMENT: ADM/QUALITY ASSURANCE TITLE: Faculty Strategic Plan for Teaching and Learning 2021-2025	CODE: ADM/QA – SP- FO – 01	
		IMPLEMENTATION DATE: 18/01/2021	
		REVISION DATE: 18/01/2024	
		PAGE 4 OF 12	EDITION 1

STRENGTHS	
Teaching & Learning	
Public dissemination and communication with students and the administrative and academic framework of the mission, vision and objectives of the faculty	Preparation of a guide and a standardized syllabus format in two languages (French and English) for teachers including educational objectives, learning outcomes and teaching and learning methods used
Establishment of a program committee with well-defined and perfectible mission, vision and objectives	Presence of a clear organization chart representing the administrative and academic governance of the faculty
Continuous improvement and evaluation of the course by the academic strategy committee. Academic strategy is based on a mission and vision emphasizing the evolving needs of society in health care, on quality in education and services offered to students, and on the development of research and academic exchange	Existence of a structure of four academic departments and management of studies for each promotion of students / year by an academic coordinator (full-time professor) and an administrative coordinator
Previous multiple assessment of the faculty according to the terms of the International Conference of Deans of French-speaking Pharmacy Faculties (CIDPHARMEF)	Commitment of the faculty in a quality approach at the level of the University and at the level of the deanship of the faculty
Adaptation of the curriculum according to a "Nine Star" competencies framework required for a good pharmacist according to the recommendations of the International Pharmaceutical Federation (FIP)	Certification ISO 2008 : 9001 for students' affairs services
Implementation of innovative teaching methods in many courses, including "flipped classroom" modality and active participation of students in their training in certain courses	Follow-ups within the experiential trainings by an effective pedagogical committee
Provision of academic guidance for students by two types of academic and administrative coordinators, as well as the management of any situation concerning students or teachers of each academic year	Carrying out of a continuous evaluation of the lessons (compulsory and optional courses, practical work (TP), internships) by the students at the end of each semester and dissemination of the results to the

	DEPARTMENT: ADM/QUALITY ASSURANCE TITLE: Faculty Strategic Plan for Teaching and Learning 2021-2025	CODE: ADM/QA – SP- FO – 01	
		IMPLEMENTATION DATE: 18/01/2021	
		REVISION DATE: 18/01/2024	
		PAGE 5 OF 12	EDITION 1

	teacher of this course in a confidential manner
<p>Commitment of the faculty in two projects funded by Erasmus + Program (European Union)</p> <p>1. E-TALEB (Quality in Teaching and Learning in Lebanese Universities) which aims to develop teaching and learning processes at the level of educational institutions. Lebanese higher education and 2. DIGIHEALTH which aims to train teaching staff in digital and innovative teaching methods.</p>	Organization of workshops for teaching staff on teaching strategies and methods (design and writing of learning outcomes; teaching strategies; use of ICTs)
Assurance of better internship planning by the internship committee and better monitoring of interns by internship supervisors and preceptors	Development of detailed thesis guides (French and English) specifying the objectives to be achieved and of an internship guide based on the FIP Good Pharmaceutical Practices manual
WEAKNESSES	
Public system sometimes inflexible, because it is based on laws that need updating	Lack of online teaching evaluation efficacy by students
Lack of application of digital teaching methods in practical work, for practical reasons	For the curriculum, the first year is outside the faculty of pharmacy (Faculty of Sciences)
Change is slow to establish	Lack of simulation laboratory
OPPORTUNITIES	
Creation of an educational and professional guidance center for students, if agreed by the central administration	Possibility of new collaborations with the Order of Pharmacists, associations of pharmacists (industrialists, hospital pharmacists, etc.), Lebanese hospitals, industries and pharmaceutical companies
Creation of online platforms for the communication of learning objectives and evaluation methods at the start of the course between teachers and students	Harmonization of the assessment of important information for each course expected learning outcomes via the faculty website
Motivation of students to organize and participate in national and international seminars	Continuing professional training offered to teachers in the field of innovative technological tools and teaching methods


	DEPARTMENT: ADM/QUALITY ASSURANCE TITLE: Faculty Strategic Plan for Teaching and Learning 2021-2025	CODE: ADM/QA – SP- FO – 01	
		IMPLEMENTATION DATE: 18/01/2021	
		REVISION DATE: 18/01/2024	
		PAGE 6 OF 12	EDITION 1

Introduction of diversified optional courses for wider students choices	DIGIHEALTH center for digital teaching and learning implementation
THREATS/CHALLENGES	
Threat of political, health issues and economic instability at the country level, and consequently at the university level	Risk of policy change at central UL level, which would decrease technical and financial support.
Presence of a large number of part-time teachers with difficult working conditions	Mismatch between the graduation degree and labor market (oversupply of pharmacists, particularly at undergraduate level)

IV. Teaching and Learning Objectives & Plan

LU-FOP's strategic objectives in the teaching & learning areas will be extended over the next 5 years:

Strategic Goal	Objectives for each Strategic Priority
Quality in Curricular Programs	Revision of curricula to fit challenges of the 21 st century (national core and specialized competencies for pharmacists). Development of online teaching & learning and digitization of curricula
Quality in Teaching	Strengthen collaboration among faculty members Develop teachers' capacity to innovate in teaching and learning
Quality in Student Engagement & Wellbeing	Provide student support services and enrich student life on campus Improvement of student engagement and wellbeing Ensure student voice is heard on campus
Quality in Assessment	Develop quality assurance and a review process Diversification of assessment tools and techniques in the programs
Quality in Academic Research	Use research to improve teaching methods and content Strengthen faculty research capacity related to teaching Improve research output with a focus on pharmacy education

	DEPARTMENT: ADM/QUALITY ASSURANCE TITLE: Faculty Strategic Plan for Teaching and Learning 2021-2025	CODE: ADM/QA – SP- FO – 01	
		IMPLEMENTATION DATE: 18/01/2021	
		REVISION DATE: 18/01/2024	
		PAGE 7 OF 12	EDITION 1

V. Implementation Plan

Strategic Priority 1: Quality in Curricular Programs				
Key Objectives	Actions	Indicator and Targets	Responsible	Timeline
Develop and update curricular programs	<ul style="list-style-type: none"> Align curricular programs with international competencies and quality standards. Ensure programs are informed by latest research and theory. Seek student input/voice about curriculum and courses. 	<ul style="list-style-type: none"> Mapping of PLO, SLO and competencies Increased % of students surveyed about programs Student feedback on curriculum Competitive programs 	Academic Strategy committee T&L committee	2021-2022
Development of online teaching & learning and digitization of curricula	Include digitalization in the curricular options	<ul style="list-style-type: none"> Distance and mixed learning types Exchange with foreign universities 	Academic Strategy committee T&L committee	2021-2023



DEPARTMENT: ADM/QUALITY ASSURANCE

**TITLE: Faculty Strategic Plan
for Teaching and Learning
2021-2025**

CODE: ADM/QA – SP- FO – 01

IMPLEMENTATION DATE: 18/01/2021

REVISION DATE: 18/01/2024

PAGE 8 OF 12

EDITION 1

Strategic Priority 2: Quality in Teaching				
Key Objectives	Actions	Indicator and Targets	Responsible	Timeline
Strengthen collaboration among faculty members	<ul style="list-style-type: none"> • Create a culture of collaboration among faculty members. • Develop an infrastructure for collaboration. 	<ul style="list-style-type: none"> • Number of courses cotaught • Peer review process 	T&L committee	2022-2023
Recruit and retain top level teaching staff	<ul style="list-style-type: none"> • Enrich the faculty pool through recruitment of diverse faculty on different tracks in case of new openings • Perform a competency map for teaching and research bodies • Conduct assessment plans (360degrees assessment) 	<ul style="list-style-type: none"> • Recruitment of new members with diverse experience and expertise • Reward best practices • Performance improvement plan 	Dean and steering committee	Ongoing
Develop teachers' capacity to innovate in teaching and learning through personal and professional development	<ul style="list-style-type: none"> • Conduct regular professional development activities to support innovative teaching and learning methods • Engage faculty in conferences and exchange programs 	<ul style="list-style-type: none"> • Regular and diverse training activities for all faculty members at different stages of their career (Bloom taxonomy, abc technique, e-learning, digital tools and techniques...) • Shared good practices and examples • Recognition of faculty with outstanding commitment to innovation in education • Faculty appraisal for innovation in education 	T&L committee	2021-2023



DEPARTMENT: ADM/QUALITY ASSURANCE

CODE: ADM/QA – SP- FO – 01

IMPLEMENTATION DATE: 18/01/2021

REVISION DATE: 18/01/2024

PAGE 9 OF 12

EDITION 1

**TITLE: Faculty Strategic Plan
for Teaching and Learning
2021-2025**

Strategic Priority 3: Quality in Student Engagement & Wellbeing

Key Objectives	Actions	Indicator and Targets	Responsible	Timeline
<p>Provide student support services Improvement of student engagement and wellbeing Ensure student voice is heard on campus</p>	<ul style="list-style-type: none"> Strengthen the student committee/office Integrate student voice into the strategy and planning to respond to needs Implement new strategies and introduce new educational activities to enhance students' personal and professional development by promoting para-curricular activities Increase technology use to ensure efficient educational delivery selecting practice sites where preceptors and sites exclusively meet the highest standards of experiential education 	<ul style="list-style-type: none"> Improved student experience Increase student satisfaction and engagement by doing regular assessment and plan continuous improvement, management of complaints Open door policy Allocate time during working hours to schedule sessions for personal and professional development (career guidance and orientation...) Expand use of online resources during class to advance active learning. Delivery of online examination in applicable courses. Embedding of technology in students' assignments and presentations. Availability of classroom settings that foster active learning. 	<p>Students' committee</p>	<p>2021-2022</p>



DEPARTMENT: ADM/QUALITY ASSURANCE

**TITLE: Faculty Strategic Plan
for Teaching and Learning
2021-2025**

CODE: ADM/QA – SP- FO – 01

IMPLEMENTATION DATE: 18/01/2021

REVISION DATE: 18/01/2024

PAGE 10 OF 12

EDITION 1

Strategic Priority 4: Quality in Assessment

Key Objectives	Actions	Indicator and Targets	Responsible	Timeline
Develop quality assurance and a review process	<ul style="list-style-type: none"> Develop a curriculum review process and strategy for each department. Conduct regular program reviews. 	<ul style="list-style-type: none"> Active faculty involvement in improvement of programs Regular updates of course material, content, and assessment 	Academic Strategy committee T&L committee	Ongoing
Use a variety of assessment tools and approaches	<ul style="list-style-type: none"> Develop an assessment plan and strategy 	<ul style="list-style-type: none"> Use of multiple assessment tools and approaches Various data on student learning and achievement 	Quality Assurance Committee	2021



DEPARTMENT: ADM/QUALITY ASSURANCE

CODE: ADM/QA – SP- FO – 01

IMPLEMENTATION DATE: 18/01/2021

REVISION DATE: 18/01/2024

PAGE 11 OF 12

EDITION 1

**TITLE: Faculty Strategic Plan
for Teaching and Learning
2021-2025**

Strategic Priority 5: Quality in Academic Research				
Key Objectives	Actions	Indicator and Targets	Responsible	Timeline
Use research to improve teaching methods and content Strengthen faculty research capacity related to teaching	<ul style="list-style-type: none"> Involve faculty in educational research activities Share best practices among faculty members 	<ul style="list-style-type: none"> % increase in number of faculty involved in educational research Proportion of educational research active staff Introduction of structured valuable research electives in the curriculum Regularly informing students of research opportunities Reward Students quality research 	<p>T&L committee</p> <p>Research Committee</p>	2021-2023
Improve research output with a focus on pharmacy education	<ul style="list-style-type: none"> Promote cross faculty collaboration and interdisciplinary Develop research agendas for each department 	<ul style="list-style-type: none"> Number of publications Number of citations per faculty Promote joint research programs with other faculties, universities, private sector 	<p>T&L committee</p> <p>Research Committee</p>	2023-2025