

**NORTH DAKOTA STATE UNIVERSITY
COLLEGE OF PHARMACY, NURSING, AND
ALLIED SCIENCES**

VISION

Consensus reached 8-14-07

Our college leads the advancement of healthcare for the benefit of society through innovation, growth and excellence in teaching, research, practice and service.

Indicators that we are moving toward our Vision:

1. Students and graduates are developed and sought after as caring, competent, and ethical healthcare professionals and researchers.
2. Graduates have a high level of achievement as measured by licensure and certification exams and job placement.
3. Faculty are recognized for best practices in teaching, continuous curriculum improvement, and as leaders by discipline-related organizations.
4. The college is nationally recognized for innovations in rural healthcare.
5. Faculty and graduates discover and disseminate new knowledge as demonstrated by funded research, scholarly publications, and innovative product and practice development.
6. Alumni are recognized for a high level of achievement, involvement in professional organizations, and contributions to their disciplines.
7. Faculty have the resources of staff, time, space, and money to accomplish excellence in teaching, research, practice and service.
8. Our impact will be local, national and global.

MISSION
Consensus on 8-14-07

Our mission is to educate students and advance research and professional service in pharmacy, nursing, and allied sciences.

We will accomplish this by:

- Fostering a culture that values competency, caring, ethics, and professionalism.
- Delivering an effective curriculum that prepares students to work in diverse settings.
- Collaborating with key partners and stakeholders to enhance teaching, research, practice, professional experience, and service opportunities.
- Utilizing interdisciplinary approaches in teaching, research, practice and service efforts.
- Providing professional development opportunities for faculty, staff, students and alumni.
- Securing financial, physical, and human resources to engage in effective teaching, research, practice, and service.
- Improving the quality of research and scholarship.
- Developing health care professionals to meet the health care needs of the state, region, nation, and world.

Core Values
1-24-07

People

Our College promotes a diverse environment where students, faculty, and staff can achieve their maximum potential; where academic freedom is protected; where collegiality is practiced; where individuals and ideas are welcomed and respected; where students and learning are paramount; where cultural diversity and competence are desired; and where industry and innovation are recognized and valued.

Serving the health care needs of the citizens of North Dakota is our primary goal through having quality people and programs that positively impact the advancement of health care knowledge and practices in the state, region, nation, and world.

Quality

Our College strives to be a center of excellence within the University and the state and is committed to continuous quality improvement of its curriculum, programs, and people.

Professionalism and Ethics

Our College values and promotes professionalism and ethics in all its people, programs, and endeavors including fostering an environment where students, faculty, and staff serve as role models in the profession and community by representing the highest standards of professional and ethical behavior. Honesty, integrity, and collegiality guide all interactions with students, faculty, staff, administration, peers, and the public.

Knowledge, Teaching, and Learning

Our College is committed to the pharmacy, nursing, and allied sciences professions and to society for creating, communicating, and applying knowledge about the latest advances in health care in its respective disciplines. It endeavors to provide an environment open to free exchange of ideas, where professionalism, innovation, scholarship, and learning can flourish.

Research and Scholarship

Our College is committed to creating new knowledge; incorporating discovery, teaching, integration, and application as integral and complementary components of research and scholarship.

Patient-Focused Care

Our College believes that the primary purpose of its respective disciplines is to deliver patient-focused care to improve the overall health and quality of life of patients they serve.

Interdisciplinary Team Approach

Our College recognizes and values an interdisciplinary team approach to patient care, education, and research where each discipline works collaboratively to attain greater knowledge, expertise, and outcomes than what they are capable of accomplishing individually.

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STRATEGIC PLAN

June 18, 2008

CRITICAL ISSUE 1. How do we ensure the appropriate number, diversity and quality of student body enrolled in our undergraduate and graduate programs?
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Current Situation: There is a need for more healthcare professionals regionally, nationally, and internationally. Due to the increasing demand for health professionals, University Administration is encouraging higher enrollments. It is important that we do not compromise the quality of our professional programs and graduates. There is a need for the College to work with University Administration to determine optimal enrollment levels of its programs and to obtain appropriate resources to support any enrollment increases. In addition, current college enrollment of diverse students does not reflect the University average.

Strategic Direction 1. Enroll and maintain an appropriate number of professional students based on accreditation standards, available resources, and needs of the profession, and ensure adequate teaching and advising resources for pre-professional students.

Objectives

Obj 1.1 Work with University Administration to determine optimal enrollment levels of all programs based on availability of resources and space. Accountable:

Strategies and Actions:

- Assess the number of graduates, faculty and staff to student ratio, and annual budget compared to other peer institutions in each discipline to help determine optimal student enrollment.
- Achieve and maintain the peer institution professional student to faculty ratio (currently 8:1) for pharmacy and nursing programs.

Obj 1.2 By _____, each department will complete an assessment to determine the resources needed to support current and targeted increases in enrollment. Accountable:

Obj 1.3 By _____, each department will develop a plan to implement and support the current and targeted increases in enrollment and resources needed. Accountable:
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Strategies and Actions:

- Develop and include in the plans a vision for each department to grow to the next level.
- Address all resources needed to achieve this vision for the department.

Strategic Direction 2. Develop, build, enhance and/or expand the graduate programs within the College.

Objectives

Obj 2.1 By _____, complete an assessment of the graduate programs in the College to determine areas to build, maintain, slowly pull out of or divest. Accountable:

Strategic Direction 3. Maintain the quality of our recruits by using established metrics.

Objectives

Obj 3.1 By _____, and annually thereafter, ensure that the admission process and policies are consistent across programs, maintain the quality of students being admitted, and reflect demands in the profession students will be entering. Accountable:

Strategies and Actions:

- Consider criminal, financial and credential checks for professional and graduate students.
- Review and enhance the process, and create opportunities, for admission of international students to our professional programs.
- Reevaluate on an ongoing basis the criteria used to admit students, such as GPA, national standard tests, interviews, professional work experience, background checks and/or volunteering experience.
- Convene members representing each of the admissions committees to compare the current criteria and suggest improvements.
- On an annual basis, the respective admissions committees will review and revise criteria as needed.

Obj 3.2 By _____, develop and implement a recruitment plan based on the needs of each academic unit to ensure a diverse and high-quality pool of applicants. Accountable:

Strategies and Actions:

- Annually, update website to include admission criteria.

Strategic Direction 4. Ensure the diversity of our student population is in alignment with the University's Diversity Plan.

Objectives

Obj 4.1 By _____, each Department will establish and maintain goals, priorities, and action steps which address the University's Plan for diversity for the purpose of advancing diversity within the College and on-campus. Accountable:

Strategies and Actions:

- Maintain our professional standards.
- This should be an ongoing process.
- Provide clinical experiences in culturally diverse settings and culturally diverse curricular content.
- Examine college-wide cultural competency in regard to content, structure, and delivery method of such curriculum and develop recommendations for improvement.
- Incorporate into each department's annual report specific activities and action steps

taken by the department for advancing diversity, which address the goals and priorities outlined in the University Strategic Plan for Diversity, Equity, and Community, including but not limited to: Institutional Commitment, Learning and Pedagogy, Research and Creative Activity, Recruitment and Retention, and Inter-group & Intra-group Relations.

- Increase the diversity of students within the professional program, including African American, Hispanics, and American Indian.
- Increase and maintain the diversity of faculty within each department (e.g. women in pharmaceutical sciences, men in nursing, tenured faculty in pharmacy practice, nursing, and allied sciences, full professors in all departments).
- Create teaching and learning opportunities for students to develop their knowledge, skills, and appreciation for diversity issues.
- Increase scholarship opportunities for minority and under-represented groups.

Obj 4.2 By _____, develop diversity programs across the College similar to the Native American Pharmacy Program/Multicultural Affairs in Pharmacy to attract diverse students across the college and help them succeed. Accountable:

Strategies and Actions:

- Establish a group representing the admissions committees to accomplish this.
- Each department will address this in their plan.

Obj 4.3 By _____, ensure the acceptance rate of culturally diverse students reflects a percentage at least comparable to the University average.

Accountable: Strategies and Actions:

- Determine and monitor what % of our current applicant pool is culturally diverse.
- Determine and monitor the number of culturally diverse students in the pre-professional program.
- Review and adjust this percentage on an ongoing basis.
- Identify and develop and monitor resources and support services for students with diverse backgrounds.
- Reference the University's diversity plan and ensure our diversity efforts are aligned with that plan.
- Develop a recruitment and retention plan specific to students from underrepresented backgrounds.
 - Review admission policies and procedures and adapt them as appropriate to facilitate acceptance of culturally diverse students.
 - Consult with the FHC/pharmacy and other community sources to identify potential students.
 - Solicit input from faculty on identification of potential students.
 - Leverage existing branches of the College (e.g. telepharmacy) as conduits for identifying potential students.

CRITICAL ISSUE 2. How do we ensure that professionalism, ethical behavior and cultural competence are demonstrated by all students, faculty and staff of the College?

Current situation:

Professionalism and ethical behavior. There has been an increase in student incidences regarding unprofessional/unethical behaviors which have raised questions and concerns by faculty regarding the students' ability to exercise appropriate ethical reasoning and decision-making. Students do not admit inappropriate behavior and try to change the perception of the college personnel when enforcing college policies. Our college-wide training in ethics and professionalism is inconsistent. The College is positioned as having a unique opportunity to emphasize and teach ethics and professionalism to students.

Cultural competency. Cultural competency was reported as an issue in student reports with regard to faculty speaking with accents. The students do not have the skills to work with someone different than themselves. Students with diverse backgrounds report feeling isolated.

Strategic Direction 1. Develop the professionalism of students while in College to prepare them for their careers after graduation. Accountable:

Objectives

Obj 1.1 By June 2008, update the College's student conduct and academic standards policy to include standards, policies, and expectations of ethics, ethical behavior and professional behavior. Accountable: Chair, Academic Affairs Committee

Strategies and Actions:

- Academic affairs committee will get faculty approval on revisions to student conduct and academic standards policies.
- Administrative Council will be accountable that students are educated annually in a large group format in a college-wide orientation, University 189 or interdisciplinary course for pre-professional and professional students and graduate students (P1, P2, P3, nursing, transfer students) regarding ethics, ethical and professional behavior.
- The students will be required to sign the policies and return them for inclusion in their files.

Obj 1.2 By _____, develop a consistent identification and reporting process college-wide to address complaints and critical incidents. Accountable: Associate Dean for Academic Affairs and Assessment, and Associate Dean for Student Affairs

Strategies and Actions:

- Consider an online reporting mechanism
- Differentiate what is a complaint versus a critical incident
- Create a critical incidence tracking file in the Dean's Office.
 - Define what is a critical incident worthy of reporting
- When there is a predetermined number of incident reports filed, the Dean's Office will contact the Department Chair and student's advisor and/or faculty involved with the incident to determine action to be taken.
 - Develop guidelines relative to what are critical incidents, actions to be considered, and access to these records.

North Dakota State University - College of Pharmacy, Nursing, and Allied Sciences
Strategic Plan

Obj 1.3 By _____, develop an interdisciplinary course that addresses ethics and professional behavior. Accountable:

Strategies and Actions:

- Utilize the data collected in the reporting mechanism in Obj 1.2 to identify the focus.

Obj 1.4 By _____, develop a mechanism to increase student involvement in monitoring and enforcing the student honor code. Accountable:

Strategies and Actions:

- Consider establishing a student judicial committee
- Review potential infractions and make recommendations to enforce the code.
- Under the direction of the Academic Affairs Associate Dean, develop a process and policy for the student honor commission to adjudicate academic infractions (i.e. plagiarism, cheating).
- Under the direction of the Student Affairs Associate Dean, develop a process and policy for conduct code infractions to be adjudicated.

Note: The Academic Affairs Associate Dean will oversee student academic deficiencies.

Strategic Direction 2. Ensure that all faculty and staff are role models for professionalism, ethical behavior and cultural competence.

Objectives

Obj 2.1 By _____, develop a plan to coordinate ongoing training on cultural competence for faculty and staff. Accountable: Chair, Admin Council

Strategies and Actions:

- Explore opportunities across campus that could be utilized.
- Require all faculty and staff to complete the training.

Obj 2.2 By _____, and annually thereafter, all departments will complete at least one professional development related to diversity and/or cultural competence (e.g. TOCAR). Accountable: Chair, Admin Council

Obj 2.3 By _____, provide training opportunities for faculty in the areas of ethics and professionalism related to teaching, research and service. Accountable: Chair, Admin Council

Strategies and Actions:

- Consider a faculty in-service.

Obj 2.4 By _____, all faculty and staff hiring letters and job descriptions will include an expectation of employment of being role models for professionalism, ethical behavior, and cultural competence. Accountable: Chair and Admin Council

CRITICAL ISSUE 3. How do we secure sufficient financial, physical and human resources to maintain high quality teaching, research, practice, and service?

Current Situation: TBD

Strategic Direction 1. Evaluate the human resource needs for qualified faculty, staff and preceptors to fulfill the responsibilities of each department based on current and future needs regarding students, workload and service.

NOTE: Workload assessment will be addressed in the department plans, as needed.

Objectives

Obj 1.1 By _____, develop, monitor and maintain formal written strategic plans for each department. Accountable:

Strategies and Actions:

- Plans should include specific departmental goals, priorities, and action steps which address departmental needs, institutional plans and priorities, and accreditation requirements, including financial, physical (space and equipment), and human resources needed to maintain program quality and provide opportunities for growth.

Obj 1.2 By _____, establish a formal process and guidelines to support requests for resources from departments within the College that demonstrate need, justification and return on investment. Accountable:

Strategies and Actions:

- Use this approach to request funds to attend professional conferences and other faculty development opportunities.

Obj 1.3 By _____, increase the number of College-wide preceptor sites based on increased enrollment and accreditation standards. Accountable:

Obj 1.4 By _____, each department will formalize a plan to address identification, training, retention and recognition of preceptors. Accountable:

Strategies and Actions:

- Implement preceptor and site quality assurance.
- Develop a departmental template for preceptor/site evaluation.
- Ensure the plan meets accreditation standards for the department.

Obj 1.5 By _____, each department will develop and implement a formal mentoring program for all faculty and staff. Accountable:

Strategies and Actions:

- Within 12 months from implementation, evaluate the mentoring programs for improvements and effectiveness.

Strategic Direction 2. Secure adequate lab, office, classroom and meeting space to meet the current and future needs of the College.

Objectives

Obj 2.1 By _____, conduct a formal assessment of assigned space use by faculty, staff, students, and administration within the existing facility and determine if any assigned space is currently being underutilized or could be better utilized. Accountable:

Obj 2.2 By _____, develop a comprehensive College-wide plan for growth based on the division plans and assessment of current resource utilization to support the College in requesting resources from the University. Accountable:

Obj 2.3 By _____, work with University Administration to determine if a new building addition or new building is needed to support the current and future space needs of the College and its programs. Accountable:

Strategic Direction 3. Create or expand opportunities for distance and continuing education to meet workforce needs, support increased enrollment, provide course offerings for non-traditional students, and potentially lead to a high-quality online degree program and expand continuing education offerings.

Objectives

Obj 3.1 By _____, identify the opportunities and need for potential courses and degree programs relating to distance and continuing education at the College level. Accountable:

Strategies and Actions:

- Build linkages with the University's Distance and Continuing Education Office.
- Determine resources needed to implement and sources of funding.
- Manage logistics for delivery and recruitment of students.
- Assess technology and space needs.
- Integrate webinars and other internet-based learning into preceptor training.
- Explore opportunities to collaborate with external partners to offer online programming.
- Sustain the quality of our programs regardless how they are offered.

Obj 3.2 By _____, provide faculty and staff with educational opportunities focused on distance education. Accountable:

Strategic Direction 4. Maintain and increase donor support.

Objectives

Obj 4.1 By _____, establish and maintain Advisory Boards for all disciplines. Accountable: Director of Advancement

Strategies and Actions:

- Work with the departments to increase their level of involvement in advancement and to develop a plan for identifying priority areas to help with advancement.
- Work closely with the NDSU Development Foundation.

Obj 4.2 By _____, develop a Dean's Advisory Board Executive Committee with representatives from the advisory boards from pharmacy, nursing, and allied sciences.
Accountable:

Strategic Direction 5. Explore entrepreneurial opportunities to see where we could potentially leverage resources.

Objectives

Obj 5.1 By _____, convene a faculty retreat to explore innovative cross-disciplinary approaches and ideas to broaden our entrepreneurial opportunities and increase return on investment. Accountable:

Areas to consider:

- medication therapy management (MTM)
- disease state management
- establishing an interdisciplinary clinic within the College
- establishing biopharmaceutical companies
- branch campus for the pharmacy program
- Centers of Excellence in vaccinology and/or RFID applications to pharmaceutical industry
- innovative applications for use of telepharmacy
- continuing education for practicing professionals

CRITICAL ISSUE 4. How do we advance our research to accomplish the University's goals and our vision?

Current Situation: The main research unit of the College, the Department of Pharmaceutical Sciences, currently has 10 faculty, 5 postdocs, and about 30 PhD students. All faculty have 50% research commitment and almost everybody is funded. In order to bring the faculty research to the next level of excellence, the College must define appropriate justification for the investment and address resource needs such as improve the research infrastructure (laboratory space, research personnel, major equipment, funding graduate students at a higher level).

The Departments of Pharmacy Practice and Nursing currently have a low level of scholarly activities. Most faculty are on non-tenure-track appointments with 10% research expectations. Many faculty members have expressed a need for training/mentoring in this area. The plan includes objectives to develop a seminar series on research and assessment methods. Developmental activities including short-term release to participate in training programs at advanced research universities. Mentoring with senior researchers is also needed. When developing research expectations for faculty, the terminal degree (PhD, PharmD, or DNP) should be considered, because this determines the focus on research or clinical scholarship.

The long-term vision for research faculty in the College is for them to independently develop and fund their research programs.

Strategic Direction 1. All faculty will annually pursue scholarly activities based on established College-wide expectations relating to teaching, research and service.

Objectives

Obj 1.1 By _____, and annually thereafter, each faculty will have specific expectations relating to the scholarship of teaching research and service. Accountable:

Strategies and Actions:

- Utilize the departmental PTE document to communicate the definition of scholarship to all faculty.
- Outcomes of the specific expectations of faculty will be integrated with the annual performance evaluation process.
- Scholarship activities should be linked to existing activities to the extent possible.
- Integrate the expectations into individual development plans.
- Recognize scholarly accomplishments of faculty.
- Develop a post-tenure review policy for evaluating tenured faculty performance.

Obj 1.2 By _____, create and offer annually courses for various levels of scholarly expertise. Accountable:

Topics would include:

- Grant proposal writing
- Publication
- Documentation
- Identifying potential internal and external funding sources

Obj 1.3 By _____, a College-wide mentoring program will be established targeted to scholarly development to increase faculty activities. Accountable:

Obj 1.4 By _____, implement a process for identifying and establishing collaborative and/or cross-disciplinary research teams. Accountable:

Obj 1.5 By _____, and annually thereafter, each department will establish specific goals relating to scholarly activities and submit them to the Dean. Accountable:

Strategic Direction 2. Ensure appropriate balance of teaching, practice, service, research/scholarship, and advising responsibilities.

Objectives

Obj 2.1 By _____, identify and communicate the workload expectations for each faculty in each department related to teaching, research, service, and advising. Accountable:

Strategies and actions:

- Each administrator will discuss with their faculty the expectations relating to research/scholarship for the year and allocate the necessary time and resources
- Ensure the position descriptions are in line with the expectations.

CRITICAL ISSUE 5. How can we position our curriculum to be at the forefront of educating students in pharmacy, nursing, and allied sciences?

Current situation: Historically, our students have been highly respected and sought after in their respective disciplines. Because of this, high quality students are attracted to our professional programs. We want to maintain or exceed this current level of quality in the education of our students.

SD1. Strategic Direction 1. Develop interdisciplinary and professional curricula that meet or exceed all accreditation standards.

Objectives

Obj 1.1 By ____, develop and implement a plan for curricular evaluation to ensure compliance with the accreditation and professional standards. Accountable:

Strategies and Actions:

- Utilize curriculum mapping.
- The evaluation will include looking at the content, delivery and student outcomes.
- Incorporate findings from the evaluation annually to improve the program.

Obj 1.2 By ____, and annually thereafter, identify areas for creation of and/or expansion of interdisciplinary education. Accountable:

Strategies and Actions:

- Meti-Man, Concept Pharmacy, Professional Issues Course, and Intro to Health Careers course
- Interdisciplinary committee will make recommendations to curriculum committees regarding courses to integrate interdisciplinary education.
- Curriculum committees will bring interdisciplinary courses to faculty for approval.
- Look for opportunities to include an emphasis in rural health, public health, and patient or medication safety.

Obj 1.3 By _____, Establish a College standing committee on Interdisciplinary Education and revise the College Bylaws accordingly. Accountable:

Obj 1.4 By _____, Develop, implement and maintain a comprehensive written evaluation plan which is evidenced-based and establishes an assessment approach for all aspects of the program. Accountable:

Strategies and Actions:

- Embrace the principles of continuous quality improvement including identifying specific goals, priorities, and action steps which address and satisfy CCNE and the new ACPE accreditation standards.
- Include but not be limited to: (1) plans which tie our annual assessment efforts to our new mission, vision, and core value statements; (2) plans which tie our annual assessment efforts directly to our curriculum outcomes (CAPE outcomes) including the desired skills and competencies of our graduates (ie. Attitudes and Values, Communication, Scientific Foundation, Patient-Centered Care, Systems Management, and Public Health (all of which have a list of specific competencies in each area); (3) plans to tie our annual assessment efforts to assessment measures

that go beyond curriculum evaluation, and student learning assessment, to include other areas such as life-long learning, cultural competence, professionalism, research, interprofessional education, community service, advancing pharmacy practice in the state, etc.; (4) plans for utilizing the AACP standardized surveys for students, faculty, preceptors, and alumni in our assessment program; and (5) plans for how we plan to make program improvements based on our assessment findings.