

# Strategic Plan 2018-2023

## Financial, Physical, and Human Resources

### Goal #1: Secure sufficient resources to maintain high quality teaching, research, practice, and service.

Strategy	Action Steps	Metric	Responsibility
<b>A. Ensure appropriate resources to maintain accreditation and enhance SOP programs.</b>	<ol style="list-style-type: none"> <li>1. Address adequacy of human resources</li> <li>2. Address adequacy of teaching and research facilities</li> <li>3. Address adequacy of teaching and research equipment and technology</li> <li>4. Address adequacy for faculty professional development</li> <li>5. Identify value added opportunities to move beyond adequacies in action steps 1 -4</li> </ol>	<ul style="list-style-type: none"> <li>• % Change in Human Resources, Facilities, Equipment, Technology, Professional Development Requests based on Accreditation and needs of programs</li> </ul>	<ul style="list-style-type: none"> <li>• Dean</li> <li>• SOP Executive Team</li> <li>• Development Officer</li> </ul>
<b>B. Identify and ensure the financial sustainability of the SOP.</b>	<ol style="list-style-type: none"> <li>1. Monitor differential tuition and when deemed appropriate seek increases to meet program needs of the pharmacy program</li> <li>2. Monitor budget reductions from the University/State and where directed make budget reductions which minimizes impact on the core mission of the School of Pharmacy (SOP) related to teaching and research</li> <li>3. Define financial sustainability relative to accreditation standards and peers</li> <li>4. Identify Schools/Colleges of Pharmacy as benchmarks</li> <li>5. Obtain budgets from benchmark SOP</li> </ol>	<ul style="list-style-type: none"> <li>• Total Budget / gross student tuition</li> <li>• NDSU Budget/Average of benchmark schools.</li> </ul>	<ul style="list-style-type: none"> <li>• Dean</li> <li>• SOP Executive Team</li> <li>• Budget Manager</li> </ul>
<b>C. Continuously seek increases in extramural funding sources including individual and corporate donations to support the SOP and its programs.</b>	<ol style="list-style-type: none"> <li>1. Establish fund-raising priorities for the SOP, its Departments and Programs</li> <li>2. Generate sufficient funds to support the renovation of Sudro Hall</li> <li>3. Establish endowed deans, chairs, professorships, and fellowships</li> <li>4. Increase federal grant funding</li> <li>5. Increase scholarship endowments</li> <li>6. Increase annual gifts and major gifts</li> <li>7. Establish a corporate fund-raising strategy</li> <li>8. Seek multiple sources to support faculty start-ups</li> </ol>	<ul style="list-style-type: none"> <li>• Complete plans for next University campaign</li> <li>• 1-3% Growth per year</li> </ul>	<ul style="list-style-type: none"> <li>• Dean</li> <li>• SOP Executive Team</li> <li>• Development Officer</li> </ul>
<b>D. Recruit and retain high quality faculty.</b>	<ol style="list-style-type: none"> <li>1. Compare faculty salaries and workloads with SOP benchmarks and healthcare marketplace</li> <li>2. Offer competitive startup packages that are comparable to benchmark programs</li> <li>3. Utilize endowed dean, chairs, professorships, &amp; fellowships as a recruitment and retention tool</li> <li>4. Attract and hire Associate and Full Professors with tenure</li> <li>5. Support faculty development, including endowment or fellowship funded sabbaticals</li> </ol>	<ul style="list-style-type: none"> <li>• Five year average startup package dollar amount</li> <li>• 15% increase in advance rank new hires</li> <li>• Faculty retention rate</li> <li>• # Endowed Dean, Chairs, Professors, and Fellowships</li> <li>• # of sabbaticals</li> </ul>	<ul style="list-style-type: none"> <li>• Dean</li> <li>• SOP Executive Team</li> </ul>

## Goal #2: Ensure adequate space for all components of the SOP.

Strategy	Action Steps	Metric	Responsibility
<b>A. Keep current the master space plan for the SOP including architectural designs for a new building addition to bring all programs back together under one roof. Plan should include but not be limited to the following current space needs and concerns.</b>	<ol style="list-style-type: none"> <li>1. Ensure sufficient space, to support the needs of the SOP</li> <li>2. Ensure sufficient space for accommodating future expansion of the pharmacy program especially in recruitment of pre-pharmacy students</li> <li>3. Ensure sufficient space to accommodate expansion of pharmaceutical sciences research and graduate program in existing facility</li> <li>4. Ensure sufficient space to accommodate expansion of the Concept Pharmacy including sterile and nonsterile compounding areas</li> <li>5. Ensure sufficient space to expand simulation laboratory to accommodate interprofessional training of students</li> <li>6. Ensure sufficient space for accommodating IVN classrooms</li> <li>7. Ensure sufficient space for accommodating a health sciences library, student study space, and advising center</li> <li>8. Ensure sufficient space to address accreditation concerns</li> <li>9. Ensure sufficient space to support active learning courses including access to A. Glenn Hill Center</li> </ol>	<ul style="list-style-type: none"> <li>• Complete Sudro Hall Building addition by 2022</li> <li>• # active learning Courses/sections taught in active learning classrooms</li> <li>• # courses/sections taught in Sudro</li> </ul>	<ul style="list-style-type: none"> <li>• Dean</li> <li>• SOP Executive Team</li> </ul>

## Goal #3: Enhance efficiency, effectiveness, and productivity of our human resources.

Strategy	Action Steps	Metric	Responsibility
<b>A. Ensure faculty and staff workloads are aligned to their position description.</b>	<ol style="list-style-type: none"> <li>1. Assess and monitor workloads of faculty related to their assigned areas of responsibility</li> <li>2. Align staff responsibilities with their position description</li> <li>3. Review and update (if indicated) the SOP Workload Guidelines</li> <li>4. Align faculty position descriptions with revised SOP Workload Guidelines and PTE requirements</li> <li>5. Annually assess staffing needs of the SOP to ensure efficient use of staff</li> </ol>	<ul style="list-style-type: none"> <li>• 100% faculty workloads are aligned with SOP Workload Guidelines by 2017-2018 academic year</li> <li>• 100% of faculty have current position descriptions reflective of their assigned responsibilities and workload.</li> <li>• 100% staff have current position descriptions</li> <li>• Staffing changes</li> </ul>	<ul style="list-style-type: none"> <li>• Dean</li> <li>• SOP Executive Team</li> <li>• Budget Manager</li> <li>• Assistant to the Dean</li> </ul>
<b>B. Ensure qualified faculty are hired.</b>	<ol style="list-style-type: none"> <li>1. Ensure compliance with the new HLC standards and CHP Policy 1.10 regarding qualifications of faculty for teaching using credentials and/or qualified experience to determine minimally qualified faculty</li> <li>2. 100% of faculty have current CV and official graduate transcripts on file</li> <li>3. 100% of faculty have current licensure/credentials on file</li> <li>4. "Tested Experience" and "other Credentials" are defined by SOP for instructional faculty</li> </ol>	<ul style="list-style-type: none"> <li>• 100% of instructional faculty are deemed qualified to teach in the PharmD program per CHP Policy 1.10</li> </ul>	<ul style="list-style-type: none"> <li>• Dean</li> <li>• SOP Executive Team</li> <li>• Assistant to the Dean</li> </ul>
<b>C. Enhance internal communication to faculty, staff, and students related to SOP.</b>	<ol style="list-style-type: none"> <li>1. Provide a forum for faculty to discuss and vote on decisions affecting the SOP</li> <li>2. Improve communication and collaboration between Pharmaceutical Sciences and Pharmacy Practice</li> </ol>	<ul style="list-style-type: none"> <li>• # of SOP faculty meetings with standing committee reports</li> <li>• Track attendance at forums/ SOP faculty meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership Council</li> <li>• Budget Manager</li> </ul>

	<ol style="list-style-type: none"> <li>3. Improve communication between SOP standing committees and faculty</li> <li>4. Provide a forum for students to communicate with the SOP Executive Team</li> <li>5. Provide a forum for staff to discuss important issues and updates</li> </ol>	<ul style="list-style-type: none"> <li>• Enhanced satisfaction per AACF faculty survey</li> <li>• # of student forums</li> <li>• # of staff forums</li> </ul>	<ul style="list-style-type: none"> <li>• Assistant to the Dean</li> </ul>
<b>D. Support faculty and staff development.</b>	<ol style="list-style-type: none"> <li>1. Provide or promote awareness of faculty and staff development opportunities in the areas of Advising, Assessment, Development, Developmental Leave, Diversity and Inclusivity, Leadership, Mentoring, Outreach, Planning, Professionalism, Promotion and Tenure, Self-Awareness, Scholarship and Research, Technology, and Teaching and Learning</li> <li>2. Ensure faculty seek promotion and tenure in a timely fashion</li> </ol>	<ul style="list-style-type: none"> <li>• One faculty development seminar each semester</li> <li>• SOP retreat annually</li> <li>• Increase number of faculty who are promoted and/or tenured</li> <li>• One staff development opportunity annually</li> </ul>	<ul style="list-style-type: none"> <li>• SOP Executive Team</li> <li>• Supervisors</li> </ul>

## Student Success and Learning

**Goal #1: Effectively and efficiently deliver high quality/affordable education which can be completed by students in a timely fashion utilizing curricula considered to be at the forefront of the respective discipline.**

Strategy	Action Steps	Metric	Responsibility
<b>A. Ensure curricula meet current accreditation standards for its program and future needs of professions.</b>	<ol style="list-style-type: none"> <li>1. Regularly review curricula for effectiveness</li> <li>2. Changes to curricular design, delivery, and sequencing are made based on continual assessment of student learning, and measures of student success, and accreditation standards</li> </ol>	<ul style="list-style-type: none"> <li>• Annual state and national licensure or certification exam passing rates</li> <li>• Annual employment placement of graduates</li> <li>• Periodic employer satisfaction surveys</li> <li>• Annual residency/fellowship/internship placement rate</li> <li>• 100% compliant with accreditation standards</li> </ul>	<ul style="list-style-type: none"> <li>• SOP Leadership Council</li> </ul>
<b>B. Curricula delivered utilizing teaching and learning methods that actively engage learners, fosters inter-professional interactions, promotes student responsibility for learning, and facilitates achievement of program learning outcomes.</b>	<ol style="list-style-type: none"> <li>1. Faculty demonstrate continuous quality improvement in teaching approaches</li> <li>2. Promote, enhance, and expand innovative teaching approaches within the SOP including use of contemporary teaching technology, simulations, and interprofessional education</li> <li>3. Work with clinical affiliates and preceptors to define and create a model for interprofessional education and team based care at the clinical sites to offer as experiential training opportunities for our students</li> <li>4. Expand cultural immersion experiences for students</li> <li>5. Increase opportunities for students to engage in research or evidence based practice projects</li> <li>6. Promote faculty use of active learning</li> <li>7. Offer pedagogy workshop/seminar coordinated by instructional design professional</li> </ol>	<ul style="list-style-type: none"> <li>• 100% of Faculty adopt Curriculum Committee recommendations for improvement</li> <li>• 100% of Faculty adopt use of ExamSoft assessment software when appropriate</li> <li>• 100% of faculty achieve SROI scores on Q #2 &gt; University average – 1 SD%</li> <li>• % of faculty utilizing SOP instructional design professional</li> <li>• % of clinical experiential opportunities that practice interprofessional team based care</li> <li>• 100% of students participate in at least one interprofessional experiential opportunity</li> <li>• # of students completing a cultural immersion experience</li> <li>• # of students completing research experiences or evidence based practice projects</li> </ul>	<ul style="list-style-type: none"> <li>• SOP Leadership Council</li> <li>• Instructional Design Professional</li> </ul>

		<ul style="list-style-type: none"> <li>• # of active learning sections/courses taught in active learning classrooms</li> <li>• # of pedagogy workshops/seminars</li> </ul>	
<b>C. Students are able to successfully complete the requirements for a degree in a reasonable amount of time.</b>	<ol style="list-style-type: none"> <li>1. Ensure appropriate pre-professional and professional student advising and career planning by maintaining appropriate advisor levels</li> <li>2. Identify barriers to student's progression in the program</li> <li>3. Provide students who are denied admission to our professional program with alternative pathways to achieve their health professions career goal</li> <li>4. Develop a process to track student loan debt</li> <li>5. Identify unreasonable barriers to admission processes</li> </ol>	<ul style="list-style-type: none"> <li>• Annual graduation rates</li> <li>• Annual percentage of pre-professional students on schedule to apply to Pharm.D. Program</li> <li>• Annual percentage of eligible pre-professional students who are successfully admitted to Pharm.D. Program</li> <li>• Progression rate of professional students</li> <li>• Annual time to completion of degree especially for graduate programs</li> <li>• Student loan debt</li> <li>• Annually reassess admission processes</li> </ul>	<ul style="list-style-type: none"> <li>• SOP Executive Team</li> <li>• Admissions Committee</li> </ul>

## Goal #2: Recruit and retain a high quality student body.

Strategy	Action Steps	Metric	Responsibility
<b>A. Expand recruitment activities locally, regionally, nationally, and internationally.</b>	<ol style="list-style-type: none"> <li>1. Create a recruitment plan</li> <li>2. Utilize videos, PPT presentations, You-Tube, and Social Media to reach students</li> <li>3. Improve SOP Website</li> </ol>	<ul style="list-style-type: none"> <li>• Increase # of applications to SOP programs</li> <li>• Increase # of new outreach deliverables per year</li> </ul>	<ul style="list-style-type: none"> <li>• AD for SA &amp; FD</li> <li>• Communication Coordinator</li> <li>• Admissions Committee</li> </ul>
<b>B. Attract and retain high quality applicants and students.</b>	<ol style="list-style-type: none"> <li>1. Create multiple pathways to streamline entry in to the PHARMD Program for the most academically and professionally qualified students</li> <li>2. Enhance opportunities for success for all students, including disadvantage and disabled, using additional or existing services</li> <li>3. Provide health insurance and competitive stipends to graduate students</li> <li>4. Increase the quantity and size of scholarships offered by the SOP, especially premier scholarship awards</li> <li>5. Provide high quality pre-professional and professional advising and career planning for students within the SOP by its faculty and staff</li> <li>6. Establish curricula, faculty, and advisors for SOP participation in the University Honors Program</li> </ol>	<ul style="list-style-type: none"> <li>• Pathways created by 2018</li> <li>• % increase in number and dollar amount of scholarships offered by SOP</li> <li>• # of faculty participating in honors program</li> <li>• Annual survey of enrolled SOP students</li> <li>• % graduate students receiving health insurance</li> <li>• % graduate students receiving competitive stipends</li> </ul>	<ul style="list-style-type: none"> <li>• Assoc. Dean for SA &amp; FD</li> <li>• Development Officer</li> <li>• PSCI Chair</li> </ul>
<b>C. Increase diversity of student body.</b>	<ol style="list-style-type: none"> <li>1. Promote diversity in all degree programs</li> <li>2. Increase number of qualified underrepresented students in the SOP including American Indians, Veterans, New Americans, and international students</li> <li>3. Strengthen American Indian programming (NAPP)</li> <li>4. Increase number of students from rural communities</li> <li>5. Develop an infrastructure to support the success of students from diverse backgrounds</li> </ol>	<ul style="list-style-type: none"> <li>• Incorporate diversity initiatives into recruitment plan</li> </ul>	<ul style="list-style-type: none"> <li>• Assoc. Dean for SA &amp; FD</li> <li>• PSCI Chair/ Graduate Program</li> </ul>

<b>D. Increase professional and graduate student enrollments.</b>	<ol style="list-style-type: none"> <li>Increase PhD student enrollment in Pharmaceutical Sciences from 25 to 50 students</li> <li>Promote dual degree enrollments for the PharmD/PhD, PharmD/MBA, and PharmD/MPH programs</li> </ol>	<ul style="list-style-type: none"> <li>Complete program enrollment goals by 2022</li> </ul>	<ul style="list-style-type: none"> <li>SOP Exec. Team</li> </ul>
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## Research/Scholarship Advancement

### Goal #1: Increase research and scholarship production within the SOP especially in areas aligned with the University Grand Challenges.

Strategy	Action Steps	Metric	Responsibility
<b>A. Develop focused areas of research excellence that address the University Grand Challenges that will help guide future strategic investments by the University, SOP, Departments, and external partners and establishes the SOP as a national leader in the research field.</b>	<ol style="list-style-type: none"> <li>Increase research/scholarship productivity of faculty</li> <li>Target new faculty hires in Grand Challenge areas</li> <li>Establish endowed chairs, professorships, and fellowships</li> </ol>	<ul style="list-style-type: none"> <li>Research rankings (NIH, AACP, etc.)</li> <li>Total \$ research funding</li> <li>Research funding \$ by FTE</li> <li>Peer reviewed publication rate (publication by FTE)</li> <li>Grant application success rate</li> </ul>	<ul style="list-style-type: none"> <li>SOP Exec. Team</li> </ul>
<b>B. Support faculty to help them be successful in research.</b>	<ol style="list-style-type: none"> <li>Provide support for faculty including adequate research laboratories, supplies, equipment, post-doctoral fellows, research associates, graduate students, visiting scientists/scholars, and mechanisms for bridge funding, etc.</li> <li>Provide faculty mentoring and development opportunities to enhance faculty abilities and skills to become competitive, productive researchers/scholars</li> <li>Nominate faculty for national awards and committee memberships</li> <li>Create infrastructure to support Pharmacy Practice faculty to achieve promotion and tenure</li> </ol>	<ul style="list-style-type: none"> <li># of faculty receiving national awards</li> <li>Research productivity by FTE</li> <li># of faculty achieving tenure</li> <li># of faculty achieving promotion</li> <li># of faculty on tenure track in Pharmacy Practice</li> </ul>	<ul style="list-style-type: none"> <li>SOP Exec. Team</li> </ul>
<b>C. Identify and establish collaborative/inter-disciplinary research teams both within the SOP and across campus which build research and scholarship capacity in the established research focus areas.</b>	<ol style="list-style-type: none"> <li>Review and modify PTE policies to ensure credit is given for interdisciplinary research and scholarship at the same level of traditional disciplinary research</li> <li>Align graduate programs to support interdisciplinary research teams/programs</li> <li>Establish a second COBRE Center within the SOP</li> <li>Identify SOP-wide individuals expertise for major disease states/population/theoretical models</li> <li>Establish translational research teams</li> </ol>	<ul style="list-style-type: none"> <li># of SOP interdisciplinary research/scholarship projects</li> <li># of university interdisciplinary research/scholarship projects</li> <li># of interdisciplinary/interprofessional groups</li> <li># of translational research projects</li> </ul>	<ul style="list-style-type: none"> <li>Faculty</li> <li>SOP Exec. Team</li> </ul>
<b>D. Build and strengthen partnerships to support research goals.</b>	<ol style="list-style-type: none"> <li>Build/strengthen relationships with federal agencies/ philanthropy agencies that fund health-related research</li> </ol>	<ul style="list-style-type: none"> <li># of faculty serving on grant review committee/panel</li> </ul>	<ul style="list-style-type: none"> <li>SOP Exec. Team</li> </ul>

	<ol style="list-style-type: none"> <li>2. Establish corporate partnerships to generate industry-based funding sources and facilitate technology transfer</li> <li>3. Work with clinical affiliates to gain access to health information databases (in accordance with IRB guidelines) to support clinical scholarship</li> <li>4. Build translational research teams and programs with clinical affiliates</li> </ol>	<ul style="list-style-type: none"> <li>• # new corporate partnerships established</li> <li>• # of faculty serving on corporate advisory boards</li> <li>• # of clinical affiliate partnerships established that provide access to health information databases</li> </ul>	
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## Goal #2: Develop and implement systems of accountability to monitor and enhance scholarship and research within the SOP.

Strategy	Action Steps	Metric	Responsibility
<b>A. Establish annual scholarship and research goals for faculty.</b>	<ol style="list-style-type: none"> <li>1. Establish scholarship and research standards of faculty including annual goals relating to the scholarship of teaching, discovery, application and service in accordance with the PTE policy and Workload Guidelines of the SOP</li> <li>2. Establish annual goals for each department regarding grants, publications, and invited national presentations</li> <li>3. Promote faculty use of Digital Measures and Research Gate</li> </ol>	<ul style="list-style-type: none"> <li>• Tenure track minimum: 1 peer review publication/year</li> <li>• Non-tenure track minimum: 1 peer review publication/2 years</li> <li>• # grant proposals submitted/year</li> <li>• # grant proposals funded/year</li> <li>• # National presentations and posters</li> <li>• % of faculty who meet expectations for publications</li> <li>• % of faculty using Digital Measures</li> <li>• % of faculty using Research Gate</li> </ul>	<ul style="list-style-type: none"> <li>• Faculty</li> <li>• SOP Exec. Team</li> </ul>

## Outreach and Engagement

### Goal #1: Health professions training, research, and service activities of the SOP support the needs of North Dakota.

Strategy	Action Steps	Metric	Responsibility
<b>A. Seek input from North Dakota constituents regarding the needs of the State related to teaching, research, and service missions of the SOP, and its Departments.</b>	<ol style="list-style-type: none"> <li>1. Survey key stakeholders in the state</li> <li>2. Create outreach goals for the SOP advisory board</li> <li>3. Identify a legislative liaison to provide the SOP with timely communication</li> </ol>	<ul style="list-style-type: none"> <li>• Survey established</li> <li>• Outreach goals created</li> <li>• Legislative liaison identified</li> </ul>	<ul style="list-style-type: none"> <li>• SOP Exec. Team</li> <li>• SOP Advisory Board</li> </ul>
<b>B. Improve communications with external constituents including prospective students, employers, alumni, business community, lay public, corporate partners, state elected officials, media, and other key stakeholders to</b>	<ol style="list-style-type: none"> <li>1. Conduct a baseline assessment of our current communication activities</li> <li>2. Develop a SOP Communication Plan that supports the SOP's Strategic Plan and Priorities</li> <li>3. Establish communication goals and priorities for the SOP/ Departments for use by the Communication Coordinator</li> <li>4. Report annually on progress towards achieving strategic plan goals</li> </ol>	<ul style="list-style-type: none"> <li>• Baseline assessment completed by 2018</li> <li>• Communication plan created by 2019</li> <li>• SOP / Departments communication goals and priorities established</li> </ul>	<ul style="list-style-type: none"> <li>• Communication Coordinator</li> <li>• Leadership Council</li> </ul>

<p><b>increase awareness, help guide, and gain support for the SOP and its programs.</b></p>	<p>5. Improve communication among faculty, staff, students, and administration related to SOP and its Departments affairs</p> <p>6. Enhance relationships, interactions, and engagement with the business community, health care affiliates, industry, and corporate partners related to education, research, service, and development opportunities</p>	<ul style="list-style-type: none"> <li>• Internal SOP communication format created</li> <li>• # new relationships developed</li> </ul>	
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## Professionalism

### Goal #1: All students, faculty, and staff of the SOP demonstrate professionalism, ethical behavior, and cultural competence.

Strategy	Action Steps	Metric	Responsibility
<p><b>A. Implement a proactive approach to professionalism, ethics, and commitment to inclusivity for students, faculty, and staff.</b></p>	<ol style="list-style-type: none"> <li>1. Develop a co-curricular* plan to enhance student professionalism, ethical behavior, and commitment to inclusivity</li> <li>2. Integrate commitment to inclusivity, professionalism, and ethics across all academic curricula</li> <li>3. Develop and implement a means to assess student professionalism, ethical behavior, and commitment to inclusivity</li> <li>4. Provide faculty and staff development per goal 3, C. #1</li> <li>5. Provide opportunities to gain an understanding of diverse populations</li> </ol>	<ul style="list-style-type: none"> <li>• Co-curricular plan implemented by 2019</li> <li>• Student professionalism, ethical behavior, and commitment to inclusivity assessment plan created and implemented</li> <li>• Co/Curriculum map for inclusivity, professionalism, and ethics completed</li> <li>• Report aggregate professional misconduct issues to faculty annually</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership Council</li> </ul>
<p><b>B. Promote, enhance, and expand interprofessional educational initiatives across the SOP.</b></p>	<ol style="list-style-type: none"> <li>1. Integrate interprofessional education across PharmD curriculum</li> <li>2. Develop an interprofessional co-curricular* plan for the PharmD Program</li> <li>3. Identify experiential/clinical practice sites that model interprofessional team based care</li> </ol>	<ul style="list-style-type: none"> <li>• # co-curricular interprofessional activities available to students</li> <li>• Co-curricular plan implemented by 2019</li> <li>• Curriculum map for interprofessional education completed</li> <li>• # of experiential sites with interprofessional team based care model</li> <li>• # of interprofessional sites offering interaction with medical students</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership Council</li> <li>• Office of Experiential Education</li> </ul>

\*Activities, programs, and learning experiences that are connected to or mirror the academic curriculum which complement, augment, and/or advance learning that occurs within the formal didactic and experiential curriculum.

Approved September 6, 2018 by School of Pharmacy Faculty Vote