NDSU | SCHOOL OF PHARMACY

Pharmacy Practice Department Strategic Plan 2022-2027

Diversity, Inclusivity and Respect

Create and maintain an open and collegial environment to promote inclusivity and diversity as a cornerstone of education, research, and outreach.

Goal: Recruit and retain high quality, diverse students.

Strategy	Action Steps	Metric	Responsibility
A. Expand programs and recruitment activities locally, regionally, nationally, and internationally	1. Create a department-specific recruitment plan using faculty support 2. Increase faculty and student organization outreach to students and faculty at High Schools, Junior and/or Community Colleges to increase interest in the profession of pharmacy 3. Update and maintain presence on multiple current social media platforms	• Recruitment plan created • # of contacts with high schools/high school students • # of views or increasing engagement with media	• Director of Recruitment • Department Chair • CHP Senior Associate Dean

B. Attract and retain diverse, high quality applicants and students	1. Create multiple pathways to entry in to the PharmD Program for qualified potential candidates
	2. Recruit qualified potential candidates through remote/online alternatives of PharmD courses
	3. Provide high quality professional advising and career planning for EAP/ pre-pharmacy or alternative track students applying to the PharmD Program
		• # of participants in alternative pathways including technicians and healthcare related field entry
		• # of courses offered remote/online
		• #students successfully transitioning from "pre-pharmacy" to PharmD
		   • # from EAP
		   • # from alternative tracks
			• CHP Senior Associate Dean
			• Admissions Committee
			• Department Chair
			• Director of Recruitment

C. Improve diversity, equity and inclusion of the student body	1. Support students traditionally belonging to marginalized groups and students with non-traditional challenges, using additional or existing services 2. Develop assistance/education for faculty to support students from diverse backgrounds 3. Identify, train and designate a DEI faculty point person(s) to field questions and support faculty development to support	• # of students belonging to traditionally marginalized groups and students with non-traditional challenges completing the PharmD program • # of faculty development activities focused in DEI (consider self-paced opportunities such as webinars, tools, list of resources for faculty) • Faculty person identified	• Faculty development committee and CHP Inclusivity Committee • Department Faculty • Department Vice Chair • Department Chair

	diverse students	• DEI professional development support secured	

Student Success and Achievement

Provide transformational experiences for students from diverse backgrounds through high-quality education and opportunities for personal and professional development.

Goal: Effectively and efficiently deliver high quality/affordable education which can be completed by students in a timely fashion and prepare them to be at the forefront of pharmacy practice.

Strategy	Action Steps	Metric	Responsibility
A. Develop and implement instructional strategies and activities that: 1. **actively engage learners** 2. **promote student responsibility for learning**	1. Promote, enhance, and expand innovative instructional strategies that promote active learning, and student engagement in the learning process 2. Offer professional development workshops and seminars focused on instructional design strategies and adult learners' needs 3. Evaluate HyFlex and fully online options for current and future course offerings as a way to increase attractiveness for on and off campus students	• % of courses that integrate technology tools and instructional strategies that stimulate student engagement in active learning	• Department Chair & Instructional Designer/ periodic; annual reports • Curriculum & Assessment Committees/ periodic; course review reports • SOP Associate Dean for Academic Affairs
		• % of courses that adopt use of ExamSoft statistical output to improve assessment and the instructional process	• Instructional Designer/ continuous • SOP Associate Dean for Academic Affairs
		• # of Scholarship of Teaching and Learning publications annually	• Department Head & SOP leadership council/ periodical; annual reviews and reports
		• % of faculty that developed hybrid or online courses or course modules	• Department Chair & Instructional Designer/ periodical; annual reports
B. Develop and implement instructional strategies and activities that: 1. **prepare graduates to advance pharmacy practice.** 2. **facilitate achievement of program learning outcomes**	1. Evaluate PharmD program curricular structure and content to ensure it is contemporary and prepares graduates for advancing pharmacy practice 2. Work with clinical affiliates and preceptors to maintain high quality preceptorship and expand career development experiences	• % of courses that adopt Curriculum & Assessment Committees recommendations for improvement • # of CEI completions, experiential site visits and preceptor orientations • # of student research assistants • # of clinical experiential opportunities	• Curriculum & Assessment Committees/ periodic; course review reports • Department Head & Experiential Learning Directors/ periodic

3. **foster inter- professional interactions**	for PharmD students 3. Increase opportunities for students to engage in research and evidence-based practice projects 4. Increase opportunities for students to engage in interprofessional team-based activities	that practice interprofessional team-based care • % of students that participate in at least one interprofessional experiential opportunity	• Faculty report through annual eval and Department Chair to compile • Department Head representative & CHP 400 course coordinator/continuous • SOP Associate Dean for Academic Affairs /continuous

Research and Creative Activities

Advance NDSU's stature as a nationally and internationally recognized research university, engage in transformative research and creative activity, and increase the quality and quantity of scholarly activities to generate new insights and knowledge that will benefit the state and address central challenges of our global future.

Goal: Increase research and scholarship production within the Department.

Strategy	Action Steps	Metric	Responsibility
A. Support faculty to help them be successful in research.	1. Provide support for faculty including opportunities for integration of PharmD student research assistants 2. Provide faculty mentoring and development opportunities to enhance faculty abilities and skills to seek grant funding and publications to become competitive, productive researchers/scholars 3. Support Pharmacy Practice faculty in research to achieve promotion and tenure 4. Launch and grow the Collaboration and Advancement in Pharmacy (CAP) Center	• # of student research assistants • # of research-focused faculty development opportunities offered • # of research publications • # of research presentations (i.e. oral, poster, etc) • Amount of grant funding for research • # of faculty achieving tenure • # of faculty achieving promotion • # of faculty on tenure track in Pharmacy Practice • # of grants submitted through the CAP Center	• Department Chair • Department Vice Chair • CAP Center Director
B. Build and strengthen partnerships to support research goals.	1. Build/strengthen relationships with NDSU academic departments within and outside of the College of Health Professions 2. Build/strengthen relationships with	• # of grants that include faculty outside of department, within NDSU • # of grants including partners outside of NDSU • # of publications/presentations co-	• Department Chair • Department Vice Chair

| | federal agencies/ philanthropy agencies that fund health-related research | authored with faculty outside of department, within NDSU | |
| | **3.** Build/strengthen relationships with state/regional/national practice associations and health systems to align and partner in development and study of practice advancement and outreach | • # of publications/presentations co-authored with partners outside of NDSU | |

Education and Outreach

Provide innovative, student-centered education and conduct transformative research that impacts the state through meaningful outreach.

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

Strategy	Action Steps	Metric	Responsibility
A. Engage with the pharmacy and public health professions, constituents, and patients in North Dakota.	1. Maintain active engagement with the ND Board of Pharmacy, ND Pharmacy Associations, Pharmacy National Advisory Board, and ND Public Health Department 2. Maintain active and impactful clinical practices and outreach programs that improve care of North Dakotans and others in the region and provide training opportunities for students 3. Monitor resources and university directives to appropriately align and balance the department's outreach with teaching, research and service 4. Maintain active engagement with national healthcare organizations 5. Monitor resources and area post-graduate residencies and fellowships to align support of these programs with graduate and workforce needs	• % of faculty attendees at the ND Annual Pharmacists Convention • % of faculty with participation in state health-related coalitions, committees or boards • # of meetings of the School of Pharmacy National Advisory Board • % of faculty with active clinical practice • % service allocation of the department's faculty • # of outreach programs • # of patients served • % of faculty with involvement in national healthcare organizations • Graduate residency match rates • Area residency match rates • # faculty serving as Non-NDSU affiliated residency preceptor and/or program director	• Dean • SOP Associate Dean for Academic Affairs • Department Chair CHP Special Events Coordinator • Department Faculty

Resource Planning and Development

Support and enhance innovation and excellence through strategic investments in sustainable infrastructure.

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

Strategy	Action Steps	Metric	Responsibility
A. Ensure appropriate resources to maintain accreditation and enhance SOP programs	1. Maintain a process to evaluate and address adequacy of teaching, teaching supports, and research infrastructure, 2. Maintain adequacy and efficiency of programmatic assessment and assessment of student learning. 3. Maintain a running hierarchy list of added value resources to fulfill the needs of our department if funding and need were to arise 4. Secure funding and/or funding partners to expand the faculty numbers and ensure the department's ability to contribute to healthcare and pharmacy practice expansion needs in the region, state, and nation	• % Change in budget allocations for Human Resources, Concept Pharmacy, Equipment, Technology, Professional Development Requests based on Accreditation and needs of programs • % Change in SOP enrollment • # dollars (or % FTE funded) from external sources that support faculty lines	• Dean • SOP Associate Dean for Academic Affairs • SOP Executive Team • Development Officer • Pharmacy Practice faculty
B. Recruit and retain high quality faculty	1. Compare faculty salaries and workloads with SOP benchmarks and healthcare marketplace 2. Maintain a balance of tenured and non-tenure-track faculty in accordance with the department's need to have representation on PTE and university committees 3. Enhance department culture that supports flexibility, collegiality, teamwork, work/life balance, and mentoring 4. Establish a process to connect new faculty to mentors 5. Maintain a running hierarchy list of needed positions, including succession planning, to fulfill the needs of our department if funding and need were to arise. 6. Develop a plan and process to increase the number of local and national faculty	• Faculty retention rate • # Endowed Dean, Chairs, Professors, and Fellowships • Implementation and utilization of modified duties for parental leave • # of formal and informal mentoring relationships • # of team-building events • # of nominations for awards, fellowships and leadership positions	• Dean • SOP Executive Team • Department Chair • Department faculty

Strategy	Action Steps	Metric	Responsibility
	awards, fellowships and leadership positions		

Goal #2: Enhance efficiency, effectiveness, and productivity of our human resources

Strategy	Action Steps	Metric	Responsibility
A. Ensure faculty and staff workloads are aligned to their position description	1. Return to the option for all department faculty and staff to be at 1.0 FTE for 12 months 2. Assess and monitor workloads of faculty related to their assigned areas of responsibility and align with department/college/university strategic directions and PTE policy 3. Annually align staff responsibilities with their position description 4. Annually suggest updates (if indicated) the CHP Workload Guidelines to ensure alignment with department/college/university strategic directions and PTE policy 5. Annually, align faculty position descriptions with CHP Workload Guidelines, department/college/university strategic directions, and PTE requirements 6. Annually assess and provide input regarding staffing needs of the department to ensure efficient use of staff and alignment with department/SOP/ college/university strategic directions	• % of faculty department faculty and staff desiring to be at 1.0 FTE for 12 months that are • Full compliance with ACPE quantitative and qualitative faculty and staff factors (standards 18 & 19) • 100% faculty workloads are aligned with SOP Workload Guidelines • 100% of faculty have current position descriptions reflective of their assigned responsibilities and workload. • 100% of staff have current position descriptions • Staffing changes	• Dean • SOP Associate Dean for Academic Affairs • Department Chair • Department Vice Chair • Department faculty
B. Enhance internal communication to faculty and staff related to SOP	1. Maintain a forum for faculty to discuss and vote on decisions affecting the Department 2. Improve communication and collaboration within and outside of the Department	• # of Department faculty meetings with standing committee reports • Attendance at forums/ SOP faculty meetings	• Leadership Council • Department Chair