

Background

The following strategic plan is based on the College's mission and is influenced by broad participation in the planning process. In developing this plan, the College incorporated the feedback provided by many stakeholders including faculty, staff, students, and alumni. The timeline for developing the plan included the following events:

- In August 2009, a strategic planning retreat was held (Aug 20, 21). All faculty and staff were invited, as well as student leaders from both the professional pharmacy program and the health sciences program and select alumni preceptors and leaders-there were 57 attendees. The retreat focused on a review of the last strategic plan and development of goals and objectives for the next.
- Following the retreat, a on-line evaluation was sent to participants to gather their input on the retreat and any additional ideas to be considered for the next strategic plan.
- In September of 2009, a draft strategic plan was presented to the faculty and staff that represented the ideas put forth at the retreat. The September meeting focused discussion on the accuracy of the draft, as well as how it related to the University's strategic plan and Future's Conference.
- In October and November, the CAC revised the document based on faculty input from department meetings and the full faculty meeting. In addition, the CAC added areas identified through a scenario planning session related to the needs of opening a new college.
- In December, the document was reformatted and presented to faculty for review at the December 2009 faculty meeting. Faculty provided further feedback on the draft and also ranked their top priorities. This aided in developing timelines for each action item so that priority items were addressed early in the five-year cycle.
- In January of 2010, the draft was shared with the CPHS National Advisory Council. Feedback from the Council, as well as the College Administrative Committee was incorporated into a new draft that was presented to the faculty on February 5, 2010.
- The plan was edited to convey faculty comments and brought to the faculty for approval at the February 26, 2010 faculty meeting. The plan was approved at this meeting with a unanimous vote.

The Plan identifies priorities and will direct our efforts for the next 5 years. These efforts align with our mission, as well as Drake's.

Our Mission

The College of Pharmacy and Health Sciences provides an intellectually stimulating learning environment with collaborative learning among students, faculty, and staff. Graduates are liberally educated professionals who are dedicated to serving their clients, patients, profession, and community. The College emphasizes excellence and leadership in professional education, service, and scholarship.

Our Vision

The College of Pharmacy and Health Sciences will continue to be recognized for its innovation, demonstrating continuous quality improvement in teaching, scholarship and service, while boldly pursuing opportunities for breakthrough achievements within those same arenas. The College will uphold its tradition of preparing individuals to meet the expectations and challenges of health care practices, providing a balance between foundational scientific, socioeconomic, and practice theories along with meaningful, exemplary practice opportunities. Further, the College will fulfill its obligation to advance the level of health care knowledge and practice through scholarly endeavors, incorporating the efforts of all who define its learning communities and embracing the scholarly functions of discovery, innovation, application, and teaching.

Operating Precepts

Precepts are general principles that are both commands for action and guidelines for the manner in which the action is implemented. The College's operating precepts include a commitment to:

- proactively monitoring and responding to changes that affect the College
- understanding that we must embrace the prospect of change if we are to manage the demands and challenges of a rapidly-changing environment while fulfilling the promise of our mission
- developing a spirit of change and innovation in pharmacy (entrepreneurial leadership)
- ongoing mission-driven strategic planning and decision-making that serve the College's core constituencies, and that are informed by the challenges and opportunities of the environment in which we operate
- effective and efficient use of resources, and to ensuring that resource allocation is consistent with strategic goals (including the consideration of reallocation of existing resources before additional funds are sought for new initiatives)
- continual improvement through self-assessment, self-evaluation, and quality improvement
- broad representation and inclusiveness in planning processes
- communication and transparency of information

Strategic Goals

- I. Pursue academic excellence***
- II. Champion high achievement in our constituents***
- III. Enhance scholarship to advance the health sciences and health education***
- IV. Create leaders and agents of change***
- V. Improve health outcomes through professional practice***

Strategic Initiative

I. Provide an intellectually stimulating learning environment

Goal	Key Success Measures
<i>I.A. Pursue academic excellence</i>	NAPLEX/MJPE rates greater than 95% or the national average (I.A) 95% on-time graduation rate (I.A) 95% employed within six months of graduation (I.A) 25% of graduates enter post-graduate training (I.A) Adequate enrollments, student completions, and faculty participation, in academic programs (I.A1:1-4) Courses developed and offered (I.A1:5) Increased funds to recruit faculty with expertise to initiate new programs; e.g.: visiting profs (I.A1:6) Meet ACPE standards for curriculum, without monitoring (I.A1:7) Generation of list (I.A2:1) Ratings at or above DU and national averages for faculty, staff and student interactions on annual surveys (I.A2:2) Number of faculty exceeds 3 (I.A2:3) Reach the College's Teaching Goal (I.A3) Generation of report and recommendations (I.A3:1) Increase and/or renovation of X% of space (I.A3:2-3) Creation of manpower report for current and proposed programs (I.A3:4) Quantify increase in office space (I.A3:5) Quantify increase in research space (I.A3:6) Generation of report outlining proposed activities to be discontinued (I.A3:7)

Objective	Actions/Comments	Responsible party	Inclusive Dates	Resources
I.A.1 Explore and develop new and viable interdisciplinary and collaborative academic programs	1. Support and promote the Public Health Concentration	Appointed taskforce	Aug. 2009- Dec. 2014	Minimum 1 faculty member to teach required coursework (Intro to Public Health) Experiential Staff to aid in development and implementation of Belize as experiential site.

				Academic Affairs staff to track commitment to and completion of concentration Supplies: video, books to support required course (\$250)
	2. Evaluate the College's participation in the Clinical Research Masters/certificate	Appointed taskforce	Aug. 2010-Aug. 2011	Taskforce time to determine needs and benefits from program.
	3. Support and promote the Entrepreneurship minor	Assoc. Dean w CBPA	May 2009-Dec. 2014	Academic Affairs Staff to track commitment and completion of minor Resources for new courses
	4. Explore Joint degree program with DMU (PharmD/MPH)	Assoc Dean	Aug. 2009-May 2010	Academic Affairs Staff to prepare outline of potential program
	5. Develop 2 introductory healthcare-related courses for campus and community	Dept Chairs	Jan. 2011-Jan. 2012	Faculty time to develop new courses Instructional resources for new courses (\$100/course)
	6. Identify, engage and enhance interdisciplinary and inter-professional partnerships	Dept Chairs	May 2009-Dec. 2014	Faculty and staff time Resources for new courses and research start-up
	7. Stimulate best educational practices within the College, University, and AACP	AAC, Assessment Comm., faculty	May 2009-Dec. 2014	Faculty and staff time College Faculty development dollars (\$5,000 per year)
I.A.2 Fully assimilate the Health Sciences program within the College, University and community	1. Generate a list of faculty projects that can be used for HSCI student capstone experiences.	FAC, Student services	May 2010-May 2013	Faculty and staff time (minimal)
	2. Promote and increase participation at organizational activities with faculty, staff and HSCI students	Student orgs, FAC, and Student services	Jan. 2010-Jan. 2011	Student affairs staff time to work on increasing opportunities Marketing budget - minimal Deans office support or activities (\$500/year)
	3. Increase the number of faculty from both departments providing instruction in the HSCI	Dean, Chairs, HSCI Exp.	Aug 2010-May 2011	Faculty time to prepare new courses and alter

	program	Director		instructional methods for diverse groups of students Re-balancing of current workloads
I.A.3 Utilize new resources to advance learning, scholarship and professional practice	1. Assess college needs in the form of technology resources and support and develop plan for addressing needs that are identified	Taskforce	May 2010-May 2011	Faculty and staff time to develop report. \$\$\$ to implement are variable based on needs assessment
	2. Increase the number of conference rooms and student work/study space.	Dean	May 2010-May 2014	Variable costs (estimate \$25,000 per conference room; \$10,000 per study room) based on new construction vs. renovation and ft ²
	3. Add at least 2 classrooms (30-80 occupancy) along with 2 additional teaching labs	Dean	May 2010-May 2014	Variable costs (estimate \$30,000-50,000/classroom and \$250,000 per lab) based on new construction vs. renovation and ft ²
	4. Investigate and quantify the faculty and staff numbers needed to accommodate both current and proposed programs.	Dean, Chairs	May 2010-Aug. 2011	Administrative time
	5. Increase faculty office space to accommodate the number of faculty determined in Action 4	Dean, Chairs	Jan. 2010-May 2013	\$15,000 each based on 150 ft ² per faculty office
	6. Increase faculty research space by 1200 ft ²	Dean, Chairs	Jan. 2010-May 2013	\$300,000 based on 1200 ft ² of additional space
	7. Engage in a process that reviews current college/faculty activities to identify what no longer needs to be pursued (free up time and resources to pursue new strategic initiatives).	FAC, Staff	Aug. 2010-May 2011	Faculty and staff time

Strategic Initiative

II. Support collaborative learning among students, faculty, and staff

<p>Goal II.A. Champion high achievement, professionalism, and diversity in our constituents.</p>	<p>Key Success Measures Maintain student retention at or above the University’s rate (IIA) Student organizations and professional fraternities recognized nationally for high achievement and professionalism (IIA) 95% of PharmD grads and 90% of HSCI grads employed within 6 months of graduation (IIA) Increase students selected for nationally competitive scholarships, internships, and APPEs (IIA) Maintain or improve our level of qualified applicants out of high school (IIA1:1) Improve our level of qualified applicants for direct admission into P1 (IIA1:2) Increase our level of qualified applicants for transfer into Health Sciences (IIA1:2) Reach dollar goal for new scholarship funding (IIA1:3) Plan of action generated from discussions (IIA2:1) > 75% positive responses (i.e. agree or strongly agree) to statements on AACP graduating student survey that address the student experience (IIA2:2) > 75% positive responses (i.e. agree or strongly agree) to statements on Drake student survey/NSSE survey that address the student experience (IIA2:2) Review of mentor program completed along with recommendations (IIA2:3) Workload model generated and approved by faculty (IIA2:4) Student body at least as diverse as the population of the state of Iowa (IIA3:1) International academic experiences for all students desiring one (IIA3:1-2) Increase the number of faculty offering international experiential learning opportunities (IIA3:1-2)</p>
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<i>Objective</i>	<i>Actions/Comments</i>	<i>Responsible party</i>	<i>Inclusive Dates</i>	<i>Resources</i>
II.A.1 Enhance recruitment and retention of students, marked by professionalism and high achievement for all CPHS programs	1. Explore magnet school affiliations (foster partnerships similar to Discover Drake, Explore Pharmacy program)	Assoc. Dean and Stud. Services	Aug. 2010-May 2012	Administrative and staff time
	2. Foster partnerships with community college and other institutions for transfer student recruitment	Associate Dean, student services	May 2010-May 2012	Administrative and staff time

	3. Obtain \$1 million in new funding for scholarships that would support recruitment and retention	Dean	Jan. 2010-May 2014	Fundraising efforts/time
II.A.2 Enhance recruitment and retention of faculty, adjuncts, preceptors, and staff committed to the mission of the College	1. Develop a comprehensive plan that identifies specific steps to enhance recruitment and retention.	Chairs, Supervisors, Mentors, FAC	Jan. 2010-Dec. 2010	Faculty time
	2. Enhance advising and mentoring by measuring success (e.g.: ACT's survey) and enhancing development programs and opportunities for faculty, preceptors, and staff	Chairs, Mentors, Assess. Comm.	Dec. 2010-May 2011	Survey cost; Faculty Development budget enhancements based on requested programming (est. \$5000/year)
	3. Implement and evaluate the mentoring program to facilitate continuing professional development	Chairs, Supervisors, Mentors	Aug. 2009-May 2011	Faculty and staff time Consulting cost (\$2500-\$5000)
	4. Develop a balanced workload model for CPHS faculty	FAC, Chairs	Jan. 2010-May 2010	Faculty time
II.A.3 Provide diverse experiences that foster culturally competent graduates, faculty, and staff	1. Determine the role of international experiences (and diversity initiatives) in our programs.	Taskforce	Aug. 2010-May 2014	Faculty and staff time
	2. Develop curricular and co-curricular opportunities focusing on global citizenship	FAC and AAC	Aug. 2010-May 2014	Faculty and staff time Resources for new courses
	3. Enhance development resources for faculty to participate in international development experiences/rotations	Dean	May 2011-May 2014	\$2000 per experience
	4. Develop process to incorporate faculty diversity plans into annual goal setting process	Chairs	May 2010-May 2011	Administrative time
	5. Provide faculty development on diversity and cultural competency	FAC	May 2011-May 2014	College faculty development (\$2500 per year)

Strategic Initiative

III. Emphasize excellence and leadership in professional education, service, and scholarship

Goal	Key Success Measures
<i>III.A.</i> Enhance scholarship to advance human health.	Maintain or improve 75% of annual scholarship dashboard measures (IIIA) Increase students co-authoring abstracts and publications by 5% (IIIA1:1) Increase in the number of collaborative research projects between faculty and students (IIIA1:1) Improvement on faculty survey regarding scholarship support, resources, & time (IIIA1:1-5) Number of collaborative efforts (IIIA1:2) Change in budget allocation to scholarship development and activities (IIIA1:4) Change in square footage of research space and/or quality/quantity of research equipment (IIIA1:5)
<i>III.B.</i> Create leaders and agents of change	Creation of an operating budget for DELTA Rx which includes ongoing support (IIIB1:1) Quantify new collaborations and contracts with leaders and innovators (IIIB1:2) Inventory of EL exposure in the HSCI and PharmD curricula (IIIB1:3)

Objective	Actions/Comments	Responsible party	Inclusive Dates	Resources
III.A.1 Create an environment that stimulates and supports scholarship	1. Develop a systematic approach to enhance student involvement in scholarship (including a match program between faculty and students)	Appointed taskforce	May 2011-May 2013	Faculty and staff time Marketing costs (minimal)
	2. Investigate and foster relationships with other educational institutions and healthcare groups to promote scholarship and professional practice	Chairs	Aug. 2009-May 2014	Faculty and staff time
	3. Market accomplishments of scholarly publications, grants, and projects	Dean	May 2009-May 2013	Publication costs of annual reports
	4. Create resources for scholarship including time, training, funding, and opportunities for both faculty and students	FAC, Chairs, Student Affairs	May 2010-May 2013	Variable depending on program (endowment needs) Faculty and staff time
	5. Increase research space to accommodate recommended faculty numbers from 1.A.3 Action 4	Dean and Chairs	May 2010-May 2014	\$300,000 based on 1200 ft ² of additional space

III.B.1 Achieve national acclaim for entrepreneurial and practice leadership	1. Develop a needs assessment for entrepreneurial leadership (EL) initiatives i.e., DELTA Rx	DELTA Rx Team	Jan 2010-Aug 2010	Faculty and staff time
	2. Build relationships with other leaders and innovators	Chairs, All	May 2010-May 2014	Faculty and staff time
	3. Integrate EL into the curricula	AAC, DELTA Rx, appointed taskforce	Aug. 2010-May 2013	Faculty and staff time Resources for new courses

Strategic Initiative

IV. Graduate liberally educated professionals who are dedicated to serving their clients, patients, profession, and community

<p>Goal <i>IV.A.</i> Improve health outcomes through professional practice.</p>	<p>Key Success Measures Plan of action generated (IV.A.1:1) Report/action list generated from discussions (IV.A.1:2) Number of clinical faculty sites in central Iowa (IV.A.1:3) Record of patient care services provided and their outcomes (IV.A.2:1) Stakeholder satisfaction related to College-initiated practice (IV.A.2:2) Increased recognition (awards, publications) for practices that improve outcomes (IV.A.2:2) Completion of pilot project (IV.A.2:3)</p>
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<i>Objective</i>	<i>Actions/Comments</i>	<i>Responsible party</i>	<i>Inclusive Dates</i>	<i>Resources</i>
IV.A.1 Establish a plan for what our practice experiences and sites should be in 5 years	1. Develop an implementation plan for how a revised academic calendar (J-term) could support and enhance experiences (if DC changes are approved)	AAC, Experiential Office, ERC, NAC	Aug. 2010-May 2011	Faculty and staff time
	2. Bring together thought leaders, visionary people to discuss future practice	Clinical Sciences dept, ERC	Dec. 2010-May 2012	Faculty and staff time Funding for stipends and other 'symposium' costs
	3. Quantify the future type and quantity of experiences desired for the HSCI and PharmD programs	Dept. chairs, Experiential Office	Jan. 2010-May 2012	Faculty and staff time
IV.A.2 Foster practice innovations	1. Develop a common method for reporting CPHS impact at experiential sites	Clinical Sciences dept	May 2010-May 2011	Faculty and staff time Costs associate with a tracking/reporting system
	2. Develop a process to publicize CPHS practice innovations	Clinical Sciences dept	May 2010-Aug. 2010	Faculty time
	3. Collaborate with state pharmacy groups in piloting new practice models and payment structures.	Clinical Sciences dept	Jan. 2010-May 2014	Faculty time