UNE

College of Pharmacy

2019-2024 STRATEGIC PLAN

THE UNIVERSITY OF NEW ENGLAND (UNE) COLLEGE OF PHARMACY is committed to excellence in PHARMACY EDUCATION, RESEARCH, PATIENT CARE, and OUTREACH. The College of Pharmacy boasts a cutting-edge professional curriculum; a well-organized co-curricular program; a demonstrable commitment to Interprofessional Education and Practice (IPE/P); and well-developed, diverse Introductory Pharmacy Practice Experience (IPPE) and Advanced Pharmacy Practice Experience (APPE) opportunities. Our faculty is successful in all areas of faculty endeavor, particularly in teaching, service, and clinical practice, and our graduates successfully compete for sought-after post-graduate training programs and entry-level practice positions. We have highly-dedicated professional staff who effectively support our students, faculty, and alumni in achieving their educational and professional goals. Our college aims to offer our students a range of educational opportunities through professional tracks, dual degree programs, international experiences, and both didactic and experiential interprofessional learning experiences. We value the exceptional professional relationships with our practice partners that enable us to provide both quality clinical education for students and outstanding practice sites for faculty. We embrace the generation of new knowledge as a key to quality educational experiences and as essential to the growth of our faculty as scholars. We encourage the development of critical thinking, clinical reasoning, and collaboration as important skills that will prepare our students to be leaders in the health care field. We are committed to interprofessionalism as a critical centerpiece for our college. We embrace an obligation to effect change in the lives of the communities and people we come in contact with.

MISSION

ADVANCE THE PRACTICE OF PHARMACY through an exemplary, learner-centered pharmacy education built upon INTERPROFESSIONAL COLLABORATION, PATIENT CARE, SERVICE, and RESEARCH.

VISION

We will be distinguished by the ability of our students and graduates to provide **COMPASSIONATE**, **PATIENT-CENTERED CARE** to **DIVERSE PATIENT POPULATIONS** through:

- Challenging our students through INTEGRATED EXPERIENCES and INTERPROFESSIONAL COLLABORATION.
- CREATING A BRIDGE among the pharmaceutical, social, and clinical sciences.
- Enabling students to become CRITICAL THINKERS AND LIFE-LONG LEARNERS.
- Advocating a HOLISTIC APPROACH to personal and public health that respects diverse perspectives.

CORE VALUES

The College operates by a **SET OF VALUES** that emphasizes:

- A LEARNER-CENTERED COMMUNITY
- PROFESSIONALISM, COLLEGIALITY, and MUTUAL RESPECT
- SERVANT LEADERSHIP
- DIVERSITY and INCLUSIVENESS that honors and engages each individual
- INTEGRITY and ACCOUNTABILITY
- HEALTHY LIFESTYLE and WELLNESS PROMOTION
- COMMUNITY ENGAGEMENT AND SERVICE
- Continual evaluation and improvement through LIFELONG LEARNING, DISCOVERY, and CREATIVITY

STRATEGIC INITIATIVE I: EXCEPTIONAL TEACHING AND LEARNING

GOAL 1: GRADUATE HIGH-QUALITY PHARMACY PRACTITIONERS

ACTION STEP 1.1: Update and refine the professional curriculum and programmatic outcomes to meet current pharmacy practice standards

ACTION STEP 1.2: Require pharmacy applicants to successfully complete a written and verbal English proficiency test

ACTION STEP 1.3: Continue to use Class Information Sessions as a key component of the co-curricular program

ACTION STEP 1.4: Increase our focus on sterile compounding and consider establishing “clean room” space in the College of Pharmacy or Innovation Hall

ACTION STEP 1.5: Review the health care business components of the professional curriculum, including leadership development, to ensure appropriate content for entry-level practitioners

GOAL 2: CREATE AND CONTINUE PROGRAMS TO PROMOTE LIFELONG LEARNING

ACTION STEP 2.1: Require all students to annually reflect on their professional goals and academic strengths/weaknesses

ACTION STEP 2.2: Include co-curricular programming for habits of success (e.g., stress management, wellness, lifestyle management)

GOAL 3: PROVIDE SUPPORT FOR PHARMACY STUDENTS INTERESTED IN PURSUING RESIDENCIES, FELLOWSHIPS, AND GRADUATE EDUCATION

ACTION STEP 3.1: Encourage students to maintain a hard copy portfolio

ACTION STEP 3.2: Develop focused programming to support students applying to residencies, fellowships, and graduate education programs

ACTION STEP 3.3: Track the number of student applications to programs and invitations to interview

ACTION STEP 3.4: Track residency/fellowship placements

ACTION STEP 3.5: Enhance the usage of the professional portfolio

GOAL 4: DEVELOP NEW CURRICULAR PATHWAYS

ACTION STEP 4.1: Continue to develop specialty tracks such as Pharmaceutical Sciences, Wellness and Integrative Medicine, Veterinary Pharmacy, Rural Health, Pharmacy Business, Academics, Geriatrics, Health Data Analytics, and Leadership

ACTION STEP 4.2: Develop dual degree programs in Business, Public Health, and Law

ACTION STEP 4.3: Expand certificate program offerings (e.g., Health Informatics)

ACTION STEP 4.4: Survey alumni to assess the career value of select specialty tracks, dual degree programs, and certificate programs

ACTION STEP 4.5: Develop bachelor's degree models as a component of the Doctor of Pharmacy program

GOAL 5: STRENGTHEN CURRICULAR AND CO-CURRICULAR PROGRAMS TO ENHANCE CAREER READINESS

ACTION STEP 5.1: Integrate application (curriculum vitae and letter) and interview competencies into the curriculum

ACTION STEP 5.2: Incorporate more career options into the Class Information Sessions, including career development pathways

ACTION STEP 5.3: Provide third-year Doctor of Pharmacy students a career readiness roundtable

GOAL 6: CREATE NEW HIGH-QUALITY EXPERIENTIAL LEARNING OPPORTUNITIES AND DEEPEN THEIR INTEGRATION WITH ACADEMIC CURRICULA

ACTION STEP 6.1: Develop a pre-APPE readiness plan

ACTION STEP 6.2: Enhance the longitudinal IPPE

ACTION STEP 6.3: Increase the number and diversity of APPEs

ACTION STEP 6.4: Ensure student learning outcomes for IPPEs and APPEs are appropriately linked to the curriculum

ACTION STEP 6.5: Develop competencies for simulation experiences

ACTION STEP 6.6: Enhance programming for preceptor development

ACTION STEP 6.7: Develop a leadership and academia APPE elective

GOAL 7: CREATE DISTINCTIVE INTERPROFESSIONAL PROGRAMS, AS WELL AS COLLABORATIVE PRACTICES ACROSS HEALTH PROFESSIONAL PROGRAMS

ACTION STEP 7.1: Develop and fully implement the interprofessional curricular plan

ACTION STEP 7.2: Integrate IPE/P throughout the pre-APPE and APPE curriculum

ACTION STEP 7.3: Integrate IPE/P into simulation activities, Objective Structured Clinical Examinations, and the Integrated Group Learning and Abilities Lab course series

ACTION STEP 7.4: Ensure IPE/P involves collaboration with all UNE health profession programs

GOAL 8: EXPAND AND IMPROVE COLLEGE ASSESSMENT

ACTION STEP 8.1: Annually review and revise, if needed, the Student Learning Outcomes Plan and co-curricular program

ACTION STEP 8.2: Annually review the overall evaluation plan

ACTION STEP 8.3: Conduct an end-of-semester curricular and co-curricular faculty debrief

ACTION STEP 8.4: Annually review and revise core content integrated across classroom and laboratory settings

ACTION STEP 8.5: Ensure annual student feedback (e.g., focus groups)

ACTION STEP 8.6: Incorporate assessment measures to evaluate the readiness of graduates to function as independent practitioners

GOAL 9: STRENGTHEN FACULTY PEDAGOGY

ACTION STEP 9.1: Encourage faculty pedagogical skill development through the use of the Center for Excellence in Teaching and Learning (CETL), with a focus on developing and supporting active learning

ACTION STEP 9.2: Partner with CETL faculty mentors to help refine pedagogical and technological teaching skills

ACTION STEP 9.3: Re-evaluate and improve the instructor, course, and peer teaching evaluation process

ACTION STEP 9.4: Offer a session on course grading in the Faculty Development Series

ACTION STEP 9.5: Conduct and evaluate a faculty/professional staff workload analysis

ACTION STEP 9.6: Provide opportunities to expose non-pharmacist College of Pharmacy faculty to the practice of pharmacy

GOAL 10: DEVELOP NEW POST-GRADUATE LEARNING EXPERIENCES

ACTION STEP 10.1: Increase the number of college-based residencies

ACTION STEP 10.2: Develop college-based fellowships

ACTION STEP 10.3: Develop a research-based M.S. in pharmaceutical sciences

STRATEGIC INITIATIVE II: INCREASED ENROLLMENT, PROGRESS TO GRADUATION, AND LIFELONG LEARNING

GOAL 11: OPTIMIZE NEW STUDENT RECRUITMENT, WITH EMPHASIS ON THE NEEDS OF MAINE AND NORTHERN NEW ENGLAND

ACTION STEP 11.1: Hire a College of Pharmacy-based student recruitment coordinator

ACTION STEP 11.2: Create a College of Pharmacy-based Enrollment Management Group to coordinate recruitment activities in conjunction with the Office of Graduate Admissions

ACTION STEP 11.3: Explore the establishment of additional college affiliation agreements

ACTION STEP 11.4: Continue student recruitment activities through career fairs, high school visits, college information sessions, interactions with College of Arts and Sciences undergraduates, outreach to returning veterans, and high school summer camps

ACTION STEP 11.5: Explore additional opportunities for scholarships, expand endowed scholarships, and market current opportunities to potential applicants

ACTION STEP 11.6: Attract and retain student applicants by utilizing student ambassadors, social media, our college website, and outreach to pharmacy and other health professions alumni

ACTION STEP 11.7: Partner with other UNE health professions programs to recruit students

ACTION STEP 11.8: Review admissions criteria, including the application fee, to enhance recruitment efforts

ACTION STEP 11.9: Enhance the recruitment of pharmacy technicians as potential pharmacy students, partnering with practitioners and practice sites to identify qualified candidates

ACTION STEP 11.10: Evaluate the feasibility of establishing a part-time student pathway, mid-year matriculation, and a Doctor of Pharmacy pathway for baccalaureate-educated pharmacists

ACTION STEP 11.11: Evaluate the feasibility of recruitment in the Canadian Atlantic Provinces

GOAL 12: OPTIMIZE STUDENT RETENTION

ACTION STEP 12.1: Assign faculty coordinators to each specialty track

ACTION STEP 12.2: Evaluate our current student advising model and systems to ensure students are meeting with their advisor at least once per semester

ACTION STEP 12.3: Conduct a retrospective study of factors affecting progression in the program

ACTION STEP 12.4: Evaluate the current peer tutoring model and explore ways to maximize university resources (e.g., the Student Academic Success Center)

ACTION STEP 12.5: Evaluate the course scheduling model with an appreciation for the diverse needs of our students, including the need to work part-time to gain experience and finance their education

GOAL 13: PROMOTE AND PROVIDE LEARNING OPPORTUNITIES FOR ALUMNI AND OTHER PHARMACY PRACTITIONERS

ACTION STEP 13.1: Explore the development of an alumni educational conference

ACTION STEP 13.2: Continue existing educational programs (e.g., medication therapy management, immunization, naloxone) for practicing pharmacists and explore additional practice-based offerings

ACTION STEP 13.3: Explore offering specialty track curricula through continuing education (CE) programming

ACTION STEP 13.4: Explore offering College of Pharmacy-based badges (e.g., rural health, interprofessional, and diversity badges)

ACTION STEP 13.5: Explore the use of simulation facilities for preceptor development and CE programming

STRATEGIC INITIATIVE III: **RESEARCH**

GOAL 14: EXPAND AND ENHANCE COLLEGE OF PHARMACY RESEARCH ACTIVITY

ACTION STEP 14.1: Develop a networking program that encourages research mentor and mentee relationships

ACTION STEP 14.2: Encourage all faculty to identify an intramural and/or extramural research mentor

ACTION STEP 14.3: Develop a regular College of Pharmacy seminar series, sponsored on a rotating basis by each academic department, with potential expansion to other UNE health colleges

ACTION STEP 14.4: Encourage and financially support faculty interested in enhancing their research to attend research workshops, thereby connecting with potential collaborators

ACTION STEP 14.5: Contract with a grant writer to assist in the development of grant applications

ACTION STEP 14.6: Encourage faculty and students to present their research at national/international conferences

ACTION STEP 14.7: Develop an expectation for faculty-mentored students to present at the UNE research day

ACTION STEP 14.8: Support university efforts to establish a Doctor of Philosophy program in biomedical sciences

ACTION STEP 14.9: Support the establishment of a university-wide research network to facilitate scholarship across the institution and with external stakeholders

ACTION STEP 14.10: Establish a College of Pharmacy-based seed grant program to encourage faculty research and scholarship

ACTION STEP 14.11: Explore regional research collaborations, including collaborations with academic health centers, pharmaceutical industry partners, and other corporate partners

ACTION STEP 14.12: Expand intramural research training courses for both students and faculty

ACTION STEP 14.13: Utilize faculty expertise from the Department of Social and Administrative Pharmacy to develop a research program in the area of population health

ACTION STEP 14.14: Modify the College of Pharmacy Faculty Handbook to include expectations for scholarship by non-tenure track faculty

STRATEGIC INITIATIVE IV:
A WELCOMING, INCLUSIVE, AND VIBRANT COMMUNITY

GOAL 15: BUILD A COLLEGE OF PHARMACY THAT IS DIVERSE AMONG ALL DIMENSIONS OF HUMAN DIFFERENCE

ACTION STEP 15.1: Expand efforts by casting a wide net in our recruitment of faculty and staff from underrepresented groups

ACTION STEP 15.2: Actively recruit students from Maine's diverse communities (e.g., rural, underserved, refugee settlements, reservations)

ACTION STEP 15.3: Reaffirm our commitment to negate discrimination in all forms through events such as Diversity Week

ACTION STEP 15.4: Develop a student recruitment plan that takes advantage of our international programs

ACTION STEP 15.5: Establish an Advanced Standing Enrollment for individuals without an American pharmacy degree

ACTION STEP 15.6: Consider the establishment of a Women in Math, Science, and Engineering-type group to support female faculty and staff

GOAL 16: ENHANCE THE INCLUSIVENESS OF OUR COMMUNITY, FULLY INTEGRATING ALL STUDENTS, FACULTY, AND PROFESSIONAL STAFF INTO THE LIFE OF OUR COLLEGE AS RESPECTED AND RECOGNIZED MEMBERS

ACTION STEP 16.1: Invite individuals who can speak about the value of inclusiveness and diversity to participate in the college research seminar series and other programming

ACTION STEP 16.2: Offer both co-curricular programming for students and professional development for faculty and staff on topics of awareness, inclusiveness, open mindedness, and diversity (e.g., implicit bias training)

ACTION STEP 16.3: Recruit diverse standardized patients for student learning experiences and include student exposure to diverse patient cases for didactic and experiential learning experiences

ACTION STEP 16.4: Develop a faculty and professional staff retreat focused on team building, collegiality, and mutual respect

ACTION STEP 16.5: Consider changes to shared spaces in the College of Pharmacy to facilitate faculty, professional staff, and student engagement

ACTION STEP 16.6: Allocate time in faculty and professional staff meetings for individuals to share their role in the college and for the presentation of topics of interest (e.g., grantsmanship)

ACTION STEP 16.7: Develop an annual all college meeting with faculty, students, and professional staff

ACTION STEP 16.8: Reach out to the broader community through active engagement activities to better understand their needs

STRATEGIC INITIATIVE V:

ENGAGEMENT WITH LOCAL, REGIONAL, AND GLOBAL PARTNERS

GOAL 17: ENHANCE OUR INTERNATIONAL PRESENCE TO BUILD TOWARD GLOBAL COMPETENCY AND CULTURAL HUMILITY IN OUR FACULTY, STUDENTS, AND PROFESSIONAL STAFF

ACTION STEP 17.1: Explore offering APPEs and other educational opportunities in Morocco

ACTION STEP 17.2: Develop current international APPEs into interprofessional experiences

ACTION STEP 17.3: Continue to promote awareness of international educational experiences to pre-pharmacy and pharmacy students

ACTION STEP 17.4: Explore the development of professional electives focused on international health care

ACTION STEP 17.5: Continue to build educational bridges between the University of Granada and UNE

ACTION STEP 17.6: Explore educational and research opportunities with Canadian Atlantic provinces

GOAL 18: BROADEN OUR ENGAGEMENT WITH THE WIDER COLLEGE OF PHARMACY COMMUNITY TO MAINTAIN LOYALTY AND PRIDE

ACTION STEP 18.1: Develop an annual student showcase focused on community outreach activities and public engagement

ACTION STEP 18.2: Create a professorial promotion track for adjunct faculty and preceptors

ACTION STEP 18.3: Engage Dean's Advisory Council members in didactic and public engagement activities

ACTION STEP 18.4: Re-initiate the College of Pharmacy alumni group and develop a method for the engagement of current students

ACTION STEP 18.5: Increase and develop pharmacy student, faculty, and professional staff public engagement and outreach activities (e.g., brown bag programs, drug take back events, service learning experiences, an "Ask the Pharmacist" program)

STRATEGIC INITIATIVE VI: A STRONG AND SUSTAINABLE RESOURCE BASE

GOAL 19: STRENGTHEN THE FINANCIAL FOUNDATION OF THE COLLEGE OF PHARMACY

ACTION STEP 19.1: Engage in "friendraising"

ACTION STEP 19.2: Create a development plan

ACTION STEP 19.3: Actively seek extramural support in the form of annual gifts to support philanthropic priorities

ACTION STEP 19.4: Continue to consider additional pathways and education programs to create revenue sources

ACTION STEP 19.5: Conduct a college-wide review of discretionary spending and budget allocations

ACTION STEP 19.6: Deliver an annual budget presentation to faculty and professional staff

ACTION STEP 19.7: Expand the role of the Dean's Advisory Council to include strategic planning and assistance with the development of professional partnerships

GOAL 20: EXPAND, SUPPORT, AND ENHANCE OUR COLLEGE OF PHARMACY HUMAN RESOURCES

ACTION STEP 20.1: Build on the weekly "Shout Out!" to recognize efforts of professional staff and faculty

ACTION STEP 20.2: Conduct routine audit reviews of professional staff to ensure they are appropriately classified based on their duties/responsibilities

ACTION STEP 20.3: Review and optimize space allocation as needed

ACTION STEP 20.4: Enhance the on-boarding experience for new professional staff and faculty

ACTION STEP 20.5: Improve pedagogical and mentoring support for faculty

GOAL 21: GROW, OPTIMIZE, AND SECURE OUR PHYSICAL AND VIRTUAL RESOURCES TO EFFECTIVELY SUPPORT THE DYNAMIC NATURE OF THE COLLEGE OF PHARMACY COMMUNITY AND OUR EXTERNAL PARTNERSHIPS

ACTION STEP 21.1: Explore the creation of an on-campus IPE/P clinic and pharmacy

ACTION STEP 21.2: Explore the establishment of an IPE/P mobile clinic and opportunities for extramural funding

ACTION STEP 21.3: Enhance our virtual interface between faculty and professional staff on and off campus

ACTION STEP 21.4: Investigate using SharePoint and identify university resources to implement in full in the College of Pharmacy

ACTION STEP 21.5: Enhance intramural training for professional staff and faculty in fundamental collaborative technology skills

GOAL 22: EXPLORE HOW TO BEST MARKET THE COLLEGE OF PHARMACY'S BRAND IDENTITY AND CREATE A ROBUST COMMUNICATION PLAN THAT INCREASES AWARENESS OF THE COLLEGE OF PHARMACY'S DISTINCTIVENESS AND HEIGHTENS ITS REPUTATION

ACTION STEP 22.1: Create a College of Pharmacy magazine and distribute to all professional staff, faculty, alumni, and stakeholders

ACTION STEP 22.2: Reimagine the College of Pharmacy newsletter, including its presentation and frequency of distribution

ACTION STEP 22.3: Increase the College of Pharmacy's social media presence

ACTION STEP 22.4: Support student attendance and participation in national competitions

ACTION STEP 22.5: Continue to enhance the College of Pharmacy website

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INNOVATION FOR A HEALTHIER PLANET

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