



Strategic Plan

2013-2018

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I. Introduction

A. History and Scope

Founded in 2005 the Southern Illinois University Edwardsville (SIUE) School of Pharmacy offers a professional program leading to the Doctor of Pharmacy (Pharm.D.) degree. The SIUE School of Pharmacy was established to prepare pharmacists who can serve the health care needs of the citizens of Illinois and its surrounding region. The school also offers a concurrent Pharm.D./MBA program with the SIUE School of Business and an Education Specialization in the Pharm.D. degree.

The School provides a contemporary and innovative pharmacy education utilizing state-of-the-art technology. The curriculum provides for interprofessional education, integrated and team-based learning, experiential education, and preparation for contemporary roles including health promotion, medical management, and wellness. The hallmark of the program at SIUE is the focus on “Excellence.”

The environment of SIUE School of Pharmacy is one of a community of learners, teachers, and scholars, committed to the communication, expansion, and integration of knowledge. As we move forward in the years ahead, we will continue to engage our students, faculty, and alumni as partners in our efforts to make positive change in the pharmacy profession and health of the communities we serve.

B. Strategic Planning Process

The objective of this SIUE School of Pharmacy strategic plan is to provide an organizational map of actions necessary to achieve target goals for 2013-2018. In the Spring of 2012 the Strategic Planning Committee convened for the initial alignment of the school’s mission, vision, and values to that of our current evolution and desired direction. Information reviewed included, but was not limited to, stakeholder focus groups, Dean’s reports, accreditation report, and the 2009 strategic plan. Evaluations culminated in a strategic planning retreat that included primary stakeholders and/or representatives (faculty, staff, students, administration, and community leaders). The strategic planning retreat encompassed analyses of school strengths, weaknesses, opportunities, and threats (S.W.O.T.-analysis), review and evaluation of the School of Pharmacy’s mission, vision, and values, and concluded with the initial development of goals and initiatives. Subsequent delineation and clarification of gathered information was performed by the Strategic Planning Committee in concert with various stakeholders and a draft plan was presented for stakeholder review on 4-11-2013. The finalized Strategic Plan was accepted for implementation on 7-18-2013.

Responsibility for the dissemination, monitoring, and general oversight of the Strategic Plan resides with the Strategic Planning Committee, which will perform annual reviews each August in coordination with the Dean’s office and individuals/committees accountable for respective goals/initiatives.

II. Guiding Statements

A. Mission

Southern Illinois University Edwardsville School of Pharmacy is an interdisciplinary educational community dedicated to the preparation of pharmacy professionals, scholars, and leaders, to improve the health and well-being of the region and beyond.

B. Vision

Southern Illinois University Edwardsville School of Pharmacy will be a national model for exceptional pharmacy education, patient-centered care, and innovative research.

C. Values

We proudly embrace the values of our University:

Citizenship

- Social, civic and political responsibility, globally, nationally, locally, and within the University
- Active partnerships and a climate of collaboration and cooperation among faculty, staff, students and the larger community
- Environmental stewardship

Excellence

- High quality student learning
- Continuous improvement and innovation
- Outstanding scholarship and public service
- Standards consonant with the premier status to which we aspire

Integrity

- Accountability to those we serve and from whom we receive support
- Honesty in our communications and in our actions

Openness

- Inclusion of the rich diversity of humankind in all aspects of university life
- Respect for individual differences
- Intellectual freedom and diversity of thought
- Access for all who can benefit from our programs

Wisdom

- Creation, preservation, and sharing of knowledge
- Application of knowledge in a manner that promotes the common good
- Life-long learning

Goals and Initiatives

A. Goal-1: Advance innovative education, service, and scholarship programs.

Rationale: *Through the continued improvement of our educational, service, and scholarship programs, we fulfill our mission and advance our vision as leaders of pharmacy education, patient-centered care, and innovative research.*

1. Pursue national and global opportunities.

a) Advance national and global pursuits.

- Oversight: Global Education committee, Dean's office,
- Resources/Support: Curriculum committee, Education and Academic Affairs, Director of Experiential Education
- Actions items:
 - i. Year-1: Create standing committee to explore national and global programs.
 - ii. Year-2-3: Develop an inter-professional global health course at SIUE with School of Pharmacy participation.
 - iii. Year-2-4: Identify funding sources to meet the needs of global education.
 - iv. Year-3-4: Evaluate existing international collaborations and identify potential future collaborations.
 - v. Year-3-5: Implement pilot global Advanced Pharmacy Practice Experiences.

2. Enhance inter-professional education (IPE) and outreach mechanisms.

a) Develop models for inter-professional education.

- Oversight: Associate Dean for Education and Academics, Curriculum committee
- Resources/Support: Curriculum committee, SIUE Graduate school, American Association of Colleges of Pharmacy (AACP)
- Actions items:
 - i. Year-1-2: Identify IPE opportunities in existing courses.
 - ii. Year-2-3: Enhance existing health promotion and wellness programs.
 - iii. Year-2-5: Explore and develop inter-professional health education programs for faculty in Schools of Pharmacy, Medicine, Dental Medicine, and Nursing.

3. Develop post-graduate training programs.

a) Advance Master of Pharmaceutical Sciences program.

- Oversight: Master's program committee, Chair of Pharmaceutical Sciences
- Resources/Support: Postgraduate Education committee, SIUE Graduate school, Outcomes and Assessment committee, Education and Academic Affairs
- Actions items:
 - i. Year-1: Establish standing committee for Master's graduate program
 - ii. Year-1-3: Coordinate mechanisms and submission to the SIUE system for formal implantation.
 - iii. Year-2-3: Secure necessary funding and resource commitments.

- iv. Year-2-3: Organize primary logistics with University, School of Pharmacy courses, and requirements of Graduate School.
 - v. Year-2-3: Develop appropriate modes of assessment and outcomes evaluations.
 - vi. Year-3-4: Develop program marketing and explore external corporate involvement in program.
 - vii. Year-4-5: Recruit and admit first students to program.
- b) Develop and enhance residency program opportunities.
- Oversight: Post-graduate Education committee
 - Resources/Support: Director of Clinical Programs, Chair of Pharmacy Practice, AACP
 - Actions items:
 - i. Year-1-2: Survey faculty and non-faculty stakeholders to identify types of residency programs desired.
 - ii. Year-1-continuous: Identify school strengths and those of hospitals, clinics, and community pharmacies that can be synergized to create residencies.
 - iii. Year-2-continuous: Create necessary infrastructure with delineation of PGY1 and PGY2 needs assessments and resource requirements.
4. Implement new online and/or technology-based assessment systems to enhance learning, scholarship, and service.
- a) Evaluate new online and technology based programs.
- Oversight: Educational Technologies committee
 - Resources/Support: Education and Academic Affairs, Outcomes and Assessment committee
 - Actions items:
 - i. Year-1-2: Evaluate use of technologies for faculty annual reporting.
 - ii. Year-2: Explore software programs to support outcomes assessment efforts.
 - iii. Year-1-3: Explore uses of new technologies to support teaching and learning.
 - iv. Year-2-continuous: Evaluate online testing programs.
5. Advance research initiatives
- a) Evaluate opportunities to enhance scholarly research.
- Oversight: Research and Scholarship committee, Associate Dean of Research Director of Clinical programs
 - Resources/Support: SIUE Graduate school, Director of Clinical programs
 - Actions items:
 - i. Year-1-2: Assess opportunities to enhance research productivity of faculty.
 - ii. Year-1-3: Formalize scholarly collaboration(s) with other SIU campuses.
 - iii. Year-3: Evaluate use and need requirements of space and resources.
 - iv. Continuous: Identify and/or create strategic partnerships to promote faculty research.

6. Explore and develop new curricular opportunities.

a) Review and modify as necessary the curricular content.

- Oversight: Curriculum committee, Associate Dean for Education and Academics
- Resources/Support: Outcomes and Assessment committee, SIUE Graduate school, ACPE Accreditation standards/policy
- Actions items:
 - i. Year-1-2: Assess accreditation requirements and advancements in pharmacy, and pharmacy education.
 - ii. Year-2-3: Modify curriculum where needed to optimize outcomes.
 - iii. Continuous: Assess and optimize Pharm.D./MBA concurrent degree.
 - iv. Continuous: Review and advance new electives.

B. **Goal-2: Promote faculty and staff development and support.**

***Rationale:** By providing opportunities, support, and recognition for high-quality teaching, scholarship, and service, we enhance the educational outcomes of our students, benefits to the community, and development of our faculty and staff.*

1. Enhance faculty recognition.

a) Foster recognition mechanisms and advocacy for faculty.

- Oversight: Faculty Development committee
- Resources/Support: Department Chairs, Dean's Office
- Actions items:
 - i. Year-1-2: Identify and implement further mechanisms by which meaningful recognition can be achieved.
 - ii. Year-1-2: Conduct non-tenure track faculty needs assessment to further enhance support and recognition mechanisms.
 - iii. Year-2-3: Further delineate and formalize the role of practice site evaluations, research activities, and workloads (on and off campus) for annual evaluations and promotion processes.
 - iv. Year-2-3: Assess and further develop incentive program(s) to motivate scholarship and successful external grant applications.
 - v. Continuous: Publicize faculty research and scholarship to promote success and growth of programs.

2. Increase internal and external development for faculty.

a) Enhance faculty scholarship opportunities.

- Oversight: Faculty Development committee, Associate Dean of Research, Department Chairs
- Resources/Support: Dean's office, SIUE Graduate school
- Actions items:
 - i. Year-1-2: Enhance positive inter-departmental interactions across campus.

- ii. Year-1-4: Coordinate with other schools that may be interested in participating in a workshop or activity, and implement interactive strategies.
- iii. Year-1-2: Develop department plans for sabbatical needs and criteria.
- iv. Continuous: Increase collaborative opportunities with the main SIUE campus and other universities for faculty development programming
- v. Continuous: Facilitate involvement of SOP faculty in campus-wide faculty development opportunities.

b) Advance faculty leadership development.

- Oversight: Faculty Development committee
- Resources/Support: Department Chairs, Dean's office, SIUE Graduate school
- Actions items:
 - i. Year-1-2: Identify career and leadership aspirations of faculty.
 - ii. Year-2-3: Based on faculty aspirations develop leadership development plans for faculty.
 - iii. Year 3-4: Secure resources and implement leadership development plans.

3. Enhance staff development and recognition.

a) Create and/or enhance staff development opportunities and recognition.

- Oversight: Staff Council, Dean's office
- Resources/Support: SIUE staff development initiatives and policy
- Actions items:
 - i. Year-1: Identify new and meaningful modes of recognition.
 - ii. Year-3: Implement staff development programs to promote and enhance staff skills, and productivity.
 - iii. Continuous: Further develop and maintain means to enhance communications pertaining to responsibilities and oversight that impact staff.

C. **Goal-3: Foster prospective pharmacy students.**

Rationale: *Through expansion of outreach programs and enhancement of pre-pharmacy opportunities we will increase SIUE School of Pharmacy's standing as a first-choice program for diverse and high-achieving pharmacy/health-care focused students within the region.*

1. Enhance recruitment and outreach mechanisms.

a) Further develop outreach

- Oversight: Office of Professional and Student Affairs
- Resources/Support: Faculty, High Schools Guidance counselors, University Advisors
- Actions items:
 - i. Year-1-2: Advance current plan and coordination of sites to visit.
 - ii. Year-1-3: Revitalize website with focus on student outreach and recruitment.

- iii. Year-3-4: Evaluate alternative/innovative mechanisms of marketing.
 - iv. Continuous: Enhance regional recruitment and outreach mechanisms and efforts.
- b) Collaborate with corporate entities and other healthcare schools within SIUE to create summer health science preparatory program for high school students.
- Oversight: Office of Professional and Student Affairs, Director of Development and External Affairs
 - Resources/Support: SIUE Graduate school, University-STEM, High Schools Guidance counselors, University Advisors
 - Actions items:
 - i. Year-1-2: Assess processes and needs for program. Establish inclusion criteria and assessment mechanisms to delineate impact and success of program and requirements for continuation.
 - ii. Year-1-2: Solicit and/or confirm corporate entities to be involved, as well as other intra-university programs that may wish to participate.
 - iii. Year-1-3: Design process, preparatory program, and marketing program, clarifying roles of faculty, administration, and corporate involvement.
 - iv. Continuous: Identify and recruit high achieving high school students into the program.
- c) Enhance pharmacy school Interaction with Merit scholars and pre-pharmacy programs.
- Oversight: Office of Professional and Student Affairs
 - Resources/Support: Director of Development and External Affairs, University Advisors
 - Actions items:
 - i. Year-1-2: Evaluate other means to recruit diverse and high-achieving pharmacy/health-care focused students within the region.
 - ii. Year-1-2: Enhance Merit-scholar shadowing program.
 - iii. Continuous: Evaluate and advance conditional entry program
2. Evaluate and further develop means to assure academic success of incoming students.
- a) Re-evaluate and optimize pre-pharmacy requirements.
- Oversight: Office of Education and Academics, Office of Professional and Student Affairs
 - Resources/Support: Curriculum committee, Outcomes and Assessment committee, Alumni council
 - Actions items:
 - i. Year-1-2: Evaluate introductory undergraduate pharmacy course offerings. Evaluate online or traditional classroom approach.
 - ii. Continuous: Assess pre-pharmacy requirements based on national review of pharmacy schools and impact on student needs.

D. **Goal-4: Expand and support professional growth of students and alumni.**

Rationale: *Through the development and support of pharmacy focused opportunities we provide continued growth for our students and alumni, instill value to the profession, increase individual opportunities for leadership roles, and enhance the School's relations.*

1. Enhance leadership opportunities.

a) Develop leadership training programs.

- Oversight: Director of Continuing Education
- Resources/Support: APPE preceptors, AACP, Alumni Council
- Actions items:
 - i. Year-1-2: Perform needs assessment with practice sites, and evaluate requirements and support for leadership training.
 - ii. Year-1-2: Assess viability of a CE leadership series. Identify content, applications, and potential participation rates, as well as potential redundancies in market.
 - iii. Year-1-3: Identify and develop leadership training opportunities program.
 - iv. Year-2-continuous: If assessments deem series is viable, coordinate and implement leadership series, with assessment measures.

b) Increase opportunities for student roles in organizations.

- Oversight: Office of Professional and Student Affairs
- Resources/Support: APPE preceptors, AACP, Alumni Council
- Actions items:
 - i. Year-1: Evaluate optimal pharmacy-focused organizations in which students may participate.
 - ii. Year-2-3: Formalize and implement mechanisms designed to increase student participation over all 4 years in local, regional and national organizations, with focus on leadership opportunities.
 - iii. Continuous: Identify and support local and/or University opportunities in which students can take on leadership roles.

2. Increase alumni engagement and support.

a) Further enhance alumni outreach.

- Oversight: Director of Continuing Education,
- Resources/Support: Pharmacy Advisory Board, Director of Development and External Affairs, Alumni Council
- Actions items:
 - i. Year-1: Review and enhance exit interview process for needs and post-graduate expectations of pharmacy students
 - ii. Year-1-2: Formalize alumni relations plan, including communications, outreach, and events. Reach a specified alumni/friend membership goal.
 - iii. Year-1-3: Delineate and prioritize the use of CE in alumni outreach strategies.

- b) Increase involvement of alumni in the curricular and co-curricular activities.
 - Oversight: Director of Experiential Education, Curriculum committee
 - Resources/Support: Alumni council, Director of Development and External Affairs
 - Actions items:
 - i. Continuous: Assess and optimize means to incorporate alumni involvement in curricular activities.
 - ii. Continuous: Assess and optimize means to incorporate alumni involvement in co-curricular activities.

E. **Goal-5: Cultivate diversity and inclusiveness**

Rationale: SIUE School of Pharmacy is committed to respect, civility, and the fostering of a harmonious community climate, open to diverse ideas and life-experiences. Through cooperation, open communication, and inclusion of individuals, groups, and communities both regionally and abroad, we strive to promote good citizenship for the benefit of society.

1. Advance diversity and inclusiveness within programs.

- a) Create standing Diversity committee to address matters of diversity and inclusiveness, and formalize a Diversity Communications Plan for the school.
 - Oversight: Dean's office, Diversity committee
 - Resources/Support: SIUE Office of Institutional Diversity and Inclusion, AACP
 - Actions items:
 - i. Year-1: Diversity committee formation and establishment of responsibilities.
 - ii. Year-2-4: Development and implementation of School Diversity Communications Plan, in coordination with University administration.
 - iii. Continuous: Assess, evaluate, and coordinate means for the curriculum to better embody diversity of ideas and understanding of cultural difference.

2. Build and strengthen partnerships with diverse and underserved communities, businesses, and civic organizations regionally and abroad.

- a) Enhance student, alumni, and faculty participation in external community functions/events with focus on diverse and underserved populations.
 - Oversight: Diversity committee
 - Resources/Support: Director of development and external affairs, Dean's office, Alumni council, Director of clinical programs, SIUE Office of Institutional Diversity and Inclusion
 - Actions items:
 - i. Year-2-4: Identify primary external businesses, groups, institutions, and other academic entities, that would be open to working with the School of Pharmacy, at a regional, national, global level.
 - ii. Continuous: Enhance participation efforts with external entities. Extend the impact of current outreach programs already in place.
 - iii. Continuous: Coordinate with University to pursue educational, scholarship, and service programs that reach beyond regional sphere.

F. **Goal-6: Identify, develop, and sustain external relations and financial support.**

Rational: *Through development and implementation of marketing, fundraising, and public relations mechanisms we will increase external awareness, involvement, and support of the School of Pharmacy's mission and vision.*

1. **Develop and enhance brand recognition and communications plans.**

a) Create a marketing plan targeted to primary audiences of influence and/or contribution.

- **Oversight:** Dean's office, Director of Development and External Affairs
- **Resources/Support:** SIUE Marketing and Communications, Pharmacy Advisory Board, SIUE Foundation
- **Actions items:**
 - i. Year-1-2: Identify all key target market areas and stakeholders (individuals and groups) and their relevant needs/wants.
 - ii. Year-2-3: Develop a unique brand and strong market position.
 - iii. Year-2-4: Develop key messages and collateral marketing materials.

b) Develop a communications and public/media relations plan.

- **Oversight:** Dean's office, Director of Development and External Affairs
- **Resources/Support:** SIUE Marketing and Communications
- **Actions items:**
 - i. Year-1-3: Develop plans for publications, website, email and social media communications.
 - ii. Year-1-3: Develop plans for external media relations.
 - iii. Year-2-continuous: Implement communications and relations plans.

2. **Clarify and prioritize funding needs.**

a) Clarify needs and match to potential sources.

- **Oversight:** Dean's office, Director of Development and External Affairs
- **Resources/Support:** Pharmacy Advisory board, SIUE Foundation
- **Actions items:**
 - i. Year-1-2: Identify research, teaching and outreach programs and initiatives that need private partnership and funding.
 - ii. Year-2: Determine annual, capital, endowment resource requirements.
 - iii. Year-2-4: Develop case statements, key messages and donor opportunities menu, and marketing materials for each funding opportunity.

3. **Cultivate sources of support.**

a) Develop an involved constituency and base of support.

- **Oversight:** Dean's office, Director of Development and External Affairs
- **Resources/Support:** Pharmacy Advisory Board, Alumni council, SIUE Foundation

- Actions items:
 - i. Year-1-3: Further develop an engaged and supportive Pharmacy Advisory Board. Identify, recruit, orient and involve board members.
 - ii. Continuous: Provide meaningful participation opportunities for members with students and academic programs.
 - iii. Continuous: Encourage personal and professional financial support of school.
 - iv. Continuous: Provide activities that engage and sustain alumni involvement in the continued success of school.
- b) Build a donor relations program that achieves long and satisfying relationships with donors.
- Oversight: Dean's office, Director of Development and External Affairs
 - Resources/Support: Pharmacy Advisory Board, SIUE Foundation
 - Actions items:
 - i. Year-1-2: Develop a calendar of all cultivation, stewardship, and recognition plans for each segment.
 - ii. Year-1-3: Develop recognition plans and programs for gifts to the SOP to acknowledge and encourage increased and sustained giving to the SOP.
 - iii. Continuous: Coordinate and leverage school recognition activities with University-wide recognition levels, programs, and publications.
- c) Identify and secure new sources of support.
- Oversight: Dean's office, Director of Development and External affairs
 - Resources/Support: Pharmacy Advisory Board, SIUE Foundation
 - Actions items:
 - i. Year-1-4: Develop and implement prospect research and portfolio strategies/ systems.
 - ii. Year-3-continuous: Manage a portfolio management mechanism for individual, corporation, community organizations, foundations and pharmacy association and move through the identification, cultivation, solicitation and stewardship phases of relationship development.
 - iii. Continuous: Support the development and external affairs activities.
- d) Develop, implement and evaluate a comprehensive goal-based annual, capital and endowed fundraising plan.
- Oversight: Dean's office, Director of Development and External Affairs
 - Resources/Support: Pharmacy Advisory Board, SIUE Foundation
 - Actions items:
 - i. Year-1-2: Develop an annual fundraising chart/calendar that lists all goals for each fund type, source segment, activity, and implementation dates.
 - ii. Continuous: Evaluate fundraising performance on a periodic and annual basis.

Appendix-A

Comparison of University and School of Pharmacy goals against School of Pharmacy's strategic initiatives.

		School of Pharmacy Strategic Initiatives																		
		Pursue national and global opportunities	Enhance inter-profession education (IPE) and outreach mechanisms	Develop post-graduate training programs	Implement new online and/or technology-based systems to enhance learning, scholarship, and service	Advance research initiatives	Explore & develop new curricular opportunities	Enhance faculty recognition	Increase internal and external opportunities for faculty	Enhance staff development and recognition	Enhance recruitment and outreach mechanisms	Evaluate and further develop means to assure academic success of incoming students	Enhance leadership opportunities	Increase alumni engagement and support	Advance diversity and inclusiveness within programs	Build and strengthen partnerships with diverse and underserved communities, businesses, and civic organizations regionally and abroad	Develop and enhance brand and recognition and communications plans	Clarify and prioritize private funding needs	Cultivate sources of support	
University Goals	Prepared and Committed Students																			
	Innovative High Quality Programs																			
	Dedicated Faculty and Staff																			
	Supportive Campus Community																			
	Outreach and Partnerships																			
	Physical and Financial Sustainability																			
	Advance innovative education, service, and research programs.																			
	Promote faculty and staff development and support																			
	Foster prospective pharmacy students																			
	Expand and support professional growth of students and alumni																			
School of Pharmacy Goals	Cultivate diversity and inclusiveness.																			
	Identify, develop, and sustain external relations and financial support.																			

Appendix-B

Strategic Plan Goals and Initiatives Responsibilities

- A. Goal-1: Advance innovative education, service, and research programs.**
1. Pursue national and global opportunities.
 2. Enhance inter-profession education (IPE) and outreach mechanisms.
 3. Develop post-graduate training programs.
 4. Implement new online and/or technology-based systems to enhance learning, scholarship, and service.
 5. Advance research initiatives.
 6. Explore and develop new curricular opportunities.
- B. Goal-2: Promote faculty and staff development and support.**
1. Enhance faculty recognition.
 2. Increase internal and external opportunities for faculty.
 3. Enhance staff development and recognition.
- C. Goal-3: Foster prospective pharmacy students.**
1. Enhance recruitment and outreach mechanisms.
 2. Evaluate and further develop means to assure academic success of incoming students.
- D. Goal-4: Expand and support professional growth of students and alumni.**
1. Enhance leadership opportunities.
 2. Increase alumni engagement and support.
- E. Goal-5: Cultivate diversity and inclusiveness.**
1. Advance diversity and inclusiveness within programs.
 2. Build and strengthen partnerships with diverse and underserved communities, businesses, and civic organizations regionally and abroad.
- F. Goal-6: Identify, develop, and sustain external relations and financial support.**
1. Develop and enhance brand recognition and communications plans.
 2. Clarify and prioritize private funding needs.
 3. Cultivate sources of support.

● - Oversight and annual reporting of action items

x - Facilitator/primary resource

	Curriculum committee	Educational Technology committee	Experiential Education committee	Faculty Development committee	Research and Scholarship committee	Diversity committee	Global Education committee	Post-graduate Clinical Education committee	Master's committee	Dean's Office	Office of Education and Academics	Office of Professional and Student Affairs	Alumni Council	Director of Development and External Affairs	Director of Clinical Programs	Associate Dean of Research	Department Chairs	Staff Council	Director of Continuing Education	Director of Experiential Education	Advisory Board	
A																						
1							●			X												
2	●										X											
3								●								X	X					
4											X											
5															X	X						
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