

## **MISSION**

The School of Pharmacy is dedicated to excellence in pharmacy-related education, research and service, including the provision of patient care. We prepare students with knowledge, skills and values for careers in pharmacy practice and the pharmaceutical sciences. Our programs promote intellectual growth, professionalism, and lifelong learning. The school contributes to improved individual and population health through the generation and dissemination of new knowledge and through scholarship and community service.

## **VISION**

Northeastern University School of Pharmacy will:

- Secure a national and international reputation for excellence and quality in *all* of the school's disciplinary areas;
- Be recognized for excellence and distinction in the delivery of professional and interprofessional education that integrates campus-based learning and experiential education;
- Advance the profession of pharmacy through leadership and engagement; and
- Be a highly sought-after school in which to learn, work and conduct interdisciplinary scholarship in the areas of patient care and science.

## **CORE VALUES**

The School of Pharmacy embraces and upholds the university's core values of:

### **Contribution**

Northeastern seeks to contribute to the individual fulfillment of each member of the campus, to the welfare of the surrounding communities, and to solutions that will address global and societal needs.

### **Diversity**

Northeastern celebrates diversity in all its forms and fosters a culture of respect that affirms inter-group relations and builds community.

### **Engagement**

Northeastern promotes active engagement in teaching and learning, in scholarship and research, in the life of urban communities and with our alumni and friends.

### **Integrity**

Northeastern pursues each of its activities and interactions with integrity, maintaining the highest ethical standards.

### **Opportunity**

Northeastern provides opportunities to those who strive to overcome disadvantages and show great promise for future success.

**CURRICULA and TEACHING/LEARNING**

**STRATEGIC INITIATIVE 1.** ADVANCE THE PROFESSIONAL PHARMACY AND GRADUATE CURRICULA AND RELATED EVIDENCE-BASED TEACHING/LEARNING METHODS AND ENSURE THAT THEY ARE GROUNDED IN AND EXCEED INSTITUTIONAL, PROFESSIONAL AND ACCREDITATION STANDARDS.

**Strategic Goals:**

**SG1.1. Develop, refine and implement personalized education and differentiated learning experiences (U and G) to improve curricular flexibility and empower students with the skills to personalize their educational plan (i.e. educational self-efficacy).**

Objectives/ Action Steps	Timeline	Accountable	Notes
Obj 1.1.1 Complete an initial inventory of opportunities (joint degrees, certificates, research, professional electives, international opportunities, honors).	2013, Dec	Curriculum committee	Assigned
Obj 1.1.2 Create a story board (on a web site – can be PR piece)/ blackboard community) about various paths that students have taken	2014, May	PSGO	Assigned
Obj 1.1.3 Establish a framework for students to develop and revise their personal education plan as the component of the existing portfolio with a proposed timeline for implementation	2014, May	Curriculum committee; Portfolio taskforce	Assigned
Obj 1.1.4 After inventory is completed and framework developed, provide faculty development to enable faculty to mentor students through the process	2014-2015	Curriculum committee; Portfolio taskforce	Assigned
Obj 1.1.5 Develop appropriate measures and begin tracking student engagement in actively shaping their personalized education experience and achieving educational self-efficacy.	2015-2016	Assessment committee; Portfolio taskforce	

**SG1.2 Prepare graduates for the professional world by collaborating on interprofessional (IP) (U) and trans-disciplinary (TD) (G, translational and interdisciplinary) education.**

Objectives/ Action Steps	Timeline	Accountable	Notes
Obj 1.2.1 Identify and revise appropriate courses to be delivered in an inter-professional or trans-disciplinary way (e.g. communications, research, health systems, graduate courses). Accountable: curriculum committee and graduate committee <ul style="list-style-type: none"> <li>Action step: continue engagement with SIM lab planning</li> </ul>	2015	Curriculum committee; Graduate committee	
Obj 1.2.2 Require one yearly IP activity in each student's personalized education plan.	2013-2014, beginning with this academic year	Portfolio taskforce	Assigned
Obj 1.2.3 Encourage active involvement in IP/TG activities by all faculty. Target 50% of faculty documenting IP/TD involvement on annual merit. <ul style="list-style-type: none"> <li>Action step: add IP/TD sections to all load docs/merit evaluations in 2014</li> </ul>	2014, beginning with this merit cycle	Department Chairs	Assigned

**SG1.3 Develop and implement new graduate and joint degree programs (G) that differentiate our students in the marketplace and respond to workplace needs.**

Objectives/ Action Steps	Timeline	Accountable	Notes
Obj 1.3.1 Implement joint PharmD/MPH	Class of 2016 eligible; first applications 2013	Roger Edwards/ Shan Mohammed	Assigned
Obj 1.3.2 Develop a proposal for graduate degree(s) in Social Administrative School.	2013, Dec	Nate Rickles & Taskforce	Assigned
Obj 1.3.3 Develop a proposal for Masters in Hospital Leadership	2016	Jack Reynolds	

**SG1.4 Evaluate and apply evidence-based teaching and learning methods to offer innovative and dynamic curricula (U and G)**

Objectives/ Action Steps	Timeline	Accountable	Notes
Obj 1.4.1 Develop criteria for teaching innovation award granted to individuals developing and employing effective evidence-based teaching and learning methods and documenting student learning outcomes. Simultaneously develop a process for award submission and review.	2014	Curriculum committee; Assessment committee	Assigned
Obj. 1.4.2 Implement annual call for submissions for teaching innovation and select first recipient(s) of this award	2015	CC should recommend who will be responsible for this	
Obj 1.4.3 Conduct annual faculty development programs focused on innovative evidence-based teaching and learning methodologies. <ul style="list-style-type: none"> <li>Action item: keep attendance records for purposes of documentation; submit records with annual report</li> </ul>	Annually	Research, mentoring, development com	Assigned

**SG1.5 Institutionalize routine assessment of educational outcomes (U and G)**

Objectives/ Action Steps	Timeline	Accountable	Notes
Obj. 1.5.1 Complete assessment blueprint and curriculum maps of the redesigned curriculum	2013-2014	Director of Assessment; Director of Undergrad Education	Assigned
Obj. 1.5.2 Identify critical points of benchmarks and progression in the curriculum (including co-curricular requirements) based on the maps and determine the need for any additional assessment strategies, such as progression exams, to ensure achievement of all ABOs by all students throughout the curriculum <ul style="list-style-type: none"> <li>Action steps: this will likely require examination of additional resources we need such as administrative staff and software</li> </ul>	2014-2015	Curriculum and Assessment committee	

Obj. 1.5.3 Develop a feasible process to collect, store, and evaluate ABO achievement data by each student, in each course and determine additional resources needed to execute it on an ongoing basis.	2013-2014	Assessment committee	Assigned
Obj. 1.5.4 By 2015, engage >80% of course instructors in providing annual assessment of learning outcomes data to the Director of Assessment	2014-2015	Director of assessment; Department Chairs, Dean	
Obj. 1.5.5 Hold a leadership meeting with directors of graduate programs and school administrators to determine the desire to define educational outcomes for each program. If such desire exists – determine the process and resources to assist graduate programs with their assessment needs	2013-2014	Dean, Director of Graduate Programs and Graduate Committee.	Assigned

**EXPERIENTIAL LEARNING and PATIENT CARE**

**STRATEGIC INITIATIVE 2.** ENHANCE EXPERIENTIAL LEARNING AND PATIENT CARE ACTIVITIES IN EXISTING AND NEW PRACTICE SETTINGS, AND EMBED SERVICE LEARNING ACTIVITIES INTO THE PROGRAM.

**Strategic Goals:**

**SG2.1. Identify, develop and expand new external practice sites to enhance experiential education both inside and outside the Boston area (nationally and internationally)**

Objectives/ Action Steps	Timeline	Accountable	Notes
Obj 2.1.1 Implement a process so every student has at least one IPPE and at least one APPE experience outside the Boston area (defined as > 10 miles from campus).	2013, Summer (begin)	OEE	Assigned
Obj 2.1.2 Continue to develop new high quality experiential sites and establish a 5% surplus in available placements. <ul style="list-style-type: none"> <li>• Action step: Reach out to alumni to take be involved in taking in new students and providing new practice sites</li> <li>• Action step: Increase inventory of available experiential education for BS in Pharm Sci and MS in Pharm Sci.</li> </ul>	Annual, 5% surplus available for class of 2015 placements	OEE	Assigned

**SG2.2. Inventory/assess students' interprofessional experiences in the experiential setting**

Objectives/ Action Steps	Timeline	Accountable	Notes
Obj 2.2.1 Systematically collect data on interprofessional interactions/collaborations during IPPEs and APPEs on site evaluations.	2013-2014, begin	OEE; Director of Assessment	Assigned

**SG2.3. Identify service learning opportunities throughout the curriculum to promote health and wellness (i.e. population health).**

Objectives/ Action Steps	Timeline	Accountable	Notes
Obj 2.3.1 Identify sources and grow opportunities to encourage students to engage in service learning opportunities.	2013-2014, begin	OEE; Curriculum committee; PSGO	Assigned

**RESEARCH AND SCHOLARSHIP**

**Strategic Initiative 3.** Strengthen and expand use-inspired RESEARCH and other forms of scholarly activity in the clinical, pharmaceutical and social/administrative sciences.

**SG3.1 Continue to increase the stature of the School of Pharmacy.** Department chairs

Objectives/ Action Steps	Timeline	Accountable	Notes
Obj 3.1.1 Annually continue to increase the number and impact of peer reviewed publications.	Annually	Department Chairs	Assigned
Obj 3.1.2 Annually increase the scope and funding generated from extramural grant proposals	Annually	Department Chairs	Assigned
Obj 3.1.3 Maintain or increase the number of undergraduate students in research	Annually	Department	Assigned

<ul style="list-style-type: none"> <li>Action step for 2013-14 – Rho Chi officers and Department chairs to discuss what is the best way to track student participation in research? Web-based surveys can be done on an annual basis with faculty and students to collect information; however – concerns over poor response rates. Is it feasible to collect via merit documents (and when will it be electronic?)</li> <li>Action step: Rho Chi – continue to annually update Rho Chi compendium</li> </ul>		Chairs and Rho Chi	
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**SG3.2 Advance pharmaceutical science and pharmacy practice research and improve patient outcomes.**

Objectives/ Action Steps	Timeline	Accountable	Notes
Obj 3.2.1 Identify areas of focus for advancing our science (i.e., Drug Discovery, Drug Delivery, Ambulatory Care, Community Engagement, Adherence)	2013-2014	Research, Mentoring, Development committee	Assigned

**SG3.3. Enhance our research infrastructure to advance our research agenda. Department Chairs dean**

Objectives/ Action Steps	Timeline	Accountable	Notes
Obj 3.3.1 Identify and evaluate our existing research infrastructure given our desired areas of focus.	2013-2014	Research, Mentoring, Development committee	Assigned
Obj 3.3.2 Collect match mate information <ul style="list-style-type: none"> <li>Action step: identify who our match mates are and what we want to collect – Department Chairs/ Dean 2013-2014</li> <li>Action step: charge Research, Mentoring, Development committee with gathering match mate data 2014-2015</li> </ul>	2013-2014	Department chairs/ Dean	Assigned
Obj 3.3.3 Identify gaps between existing resources and needed research infrastructure.	2014-2015	Department Chairs/ Dean	
Obj 3.3.4 Prioritize and justify infrastructure needs to the college leadership	2014-2015	Department Chairs/ Dean	
Obj 3.3.5 Submit internal and external proposals to obtain needed infrastructure	2014-2015	Department Chairs/ Dean	

**SG3.4. Expand and enhance our internal and external research collaborations.**

Objectives/ Action Steps	Timeline	Accountable	Notes
Obj 3.4.1 Establishment of additional internal collaborations within departments, between departments, and between other units in Bouve	Annual	Department Chairs/ Dean	Assigned
Obj 3.4.2 Develop opportunities for faculty to find external collaborations	Annual	Department Chairs/ Dean	Assigned
Obj 3.4.4 Implement brown-bag monthly luncheon/seminar (faculty research skill development, share research ideas/proposals, share research results) for SOP faculty.	2014-2015, then annually	Research, Mentoring, Development committee	

**FACULTY and STAFF**

**STRATEGIC INITIATIVE 4.** ATTRACT, RETAIN AND DEVELOP FACULTY AND STAFF TO MAINTAIN AND BUILD UPON STRENGTHS IN TEACHING, RESEARCH, PRACTICE, SERVICE, LEADERSHIP, AND GOVERNANCE.

**Strategic Goals:**

**SG4.1 Identify the faculty and staffing needs to support the mission and goals of the School.**

Objectives/ Action Steps	Timeline	Accountable	Notes
Obj 4.1.1 Within 6 months after the strategic plan is approved by faculty, conduct a gap analysis. Accountable: <ul style="list-style-type: none"> <li>• Action step: Identify where voids exist.</li> <li>• Action step: determine what people actually do versus what we think they do.</li> </ul>	2013, September	Dean, Department chairs, Administrative Operations Manager	Assigned
Obj 4.1.2 Hire personal to close gaps if identified	If needed, create timeline	Dean, Department chairs, Administrative Operations Manager	Assigned

**SG4.2 Develop an organizational structure that responds to the operational and programmatic needs of the school.**

Objectives/ Action Steps	Timeline	Accountable	Notes
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Obj 4.2.1 Determine operational and programmatic needs of school. <ul style="list-style-type: none"> <li>Action step: Identify and review organizational structures of match mate institutions</li> </ul>	2013, prior to leadership retreat	Executive committee	Assigned
Obj 4.2.2 Determine if our structure meets those needs	2013, during leadership retreat	Executive committee	Assigned
Obj 4.2.3 Determine what resources exist in Bouvé and University.	2013-2014	Executive committee	Assigned
Obj 4.2.4 Restructure to optimize the operational and programmatic needs of the school as determined by Obj.4.2.1-4.2.3	2014-2015	Executive committee	

**SG4.3 Train and develop faculty and staff to promote personal and professional growth.**

Objectives/ Action Steps	Timeline	Accountable	Notes
Obj 4.3.1 Continue to support professional development. <ul style="list-style-type: none"> <li>Action steps: develop an inventory of awards for which faculty are eligible to apply</li> <li>Action steps: nominate faculty consistently for available awards</li> </ul>	Annually	Faculty Research, Development and Mentoring Committee; Dean, department chairs, Admin office manager as it relates to staff	Assigned
Obj 4.3.2 Create opportunities for faculty and staff to develop professional networks <ul style="list-style-type: none"> <li>Action steps: increase professional development funds needed to support faculty/staff participation in professional meetings</li> <li>Action step: Strengthen formal and Informal mentoring programs (consider assessing success of these)</li> </ul>	2013-2014	Department chairs and Admin Operations Manager	Assigned
Obj 4.3.3 Develop policies that support collaborative practices in tenure and promotion	2013-2014	Tenure and promotion committee	Assigned

**STUDENTS**

**STRATEGIC INITIATIVE 5.** DEVELOP AND ENGAGE THE MOST HIGHLY QUALIFIED STUDENTS WHO WILL REFLECT INSTITUTIONAL VALUES OF SERVICE, SOCIAL RESPONSIBILITY AND ADVANCEMENT OF THE PROFESSION.

**Strategic Goals**

**SG5.1. Restructure from a 0-6 to a 2 plus 4 professional program (first 2 years as pre-pharmacy students with opportunity to apply for entry into P1 program)**

Objectives/ Action Steps	Timeli ne	Accountable	Notes
Obj 5.1.1 Complete a comprehensive feasibility analysis. Accountable: Academic Affairs and Admissions and Recruitment committees under direction of Assistant Dean <ul style="list-style-type: none"> <li>• Action item: Examine the impact of restructure on potential enrollments. Survey 1<sup>st</sup> and 2<sup>nd</sup> year students on how a 2-4 model would impact their choice of SOP</li> <li>• Action item: If deemed feasible, The School of Pharmacy's Admissions and Recruitment Committee will be charged with developing and implementing the application and admission process of all pre-pharmacy applicants.</li> <li>• Action item: Assess current interview process (validate and perform reliability testing on modifications to current tool to demonstrate commitment to the profession, assessing critical thinking skills and English proficiency, etc) and restructure to meet the SOP entry needs</li> <li>• Action item: Assess current progression standards and impact on retention and on-time graduation within the professional years (P1 – P4)</li> </ul>	2013-2014	Academic Affairs and Admissions and Recruitment committees under direction of Assistant Dean	Assigned

**SG5.2. Attract the highest-talent undergraduate and graduate students.**

Objectives/ Action Steps	Timeline	Accountable	Notes
Obj 5.2.1 Review the list of eligible institutions that students are allowed to take make-up course work to determine those institutions that would be considered acceptable for the SOP course make-up work.	2013-2014	Academic Affairs Committee; Assistant Dean for Academic Affairs	Assigned
Obj, 5.2.2 Determine points of entry for internal, external transfers and develop a an application and review process for these students, including participation in PharmCAS	2013, Sept begin	Admissions committee	Assigned
Obj 5.2.2 Identify the core markers for student success within the SOP program and use these as part of	2013-2014	Academic Affairs	Assigned

the application / admissions process (both freshman and transfer) to be able to attract the 'highest talent' who will have the greatest potential to impact practice and research [may be more than GPA and SAT scores]. <ul style="list-style-type: none"> <li>Action item: communicate these with the Office of Admissions and SOP Admissions committee</li> </ul>		Committee; Assistant Dean for Academic Affairs	
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**SG5.3. Develop professionalism (professional maturity) and commitment to the profession in our students**

Objectives/ Action Steps	Timeline	Accountable	Notes
Obj 5.3.1 Develop School endorsed Professional Code of Conduct.	2013-May	PSGO under the direction of the Assistant Dean Academic Affairs	Assigned
Obj 5.3.2 Individual student will personalize the core tenets of the School's Professional Code of Conduct and identify strategies to enforce. This will be incorporated into the portfolio process and revisited throughout the professional program	2013-2014, begin	Assistant Dean for Academic Affairs and the Director for Undergraduate Education Programs	Assigned

**SG5.4. Develop strategies to ensure timely progression of our students through the program.**

Objectives/ Action Steps	Timeline	Accountable	Notes
Obj 5.4.1 Assess the current tutoring strategies employed and the impact with student retention in the program and on time.	2013-June	Assistant Dean Academic Affairs	Assigned
Obj 5.4.2 Explore a remediation program that supports student success in the program.	2013-June	Assistant Dean Academic Affairs	Assigned
Obj 5.4.3 Implement a remediation program and assess impact on student retention and on time graduation within the program	2013-2014	Assistant Dean, Director for Undergraduate Education	Assigned
Obj 5.4.4 Educate students to be proactive in their success in the program and engage them in the resources available for their success	2013-2014	Assistant Dean, Director for Undergraduate Education	Assigned

**STRATEGIC ENGAGEMENT**

**Strategic Initiative 6.** STRATEGICALLY ENGAGE EXTERNAL STAKEHOLDERS IN ACTIVITIES OF THE SCHOOL AND SUPPORT FACULTY VISIBILITY LOCALLY, REGIONALLY, AND NATIONALLY.

**Strategic Goals:**

**SG6.1 Encourage and support active membership and leadership in local, regional, national, and international professional associations to increase visibility of the School externally and proved service to the profession.**

Objectives/ Action Steps	Timeline	Accountable	Notes
Obj 6.1.1 Identify current leadership positions that are held by faculty.	Annually	Department Chairs	Initial data collection completed; Chairs should maintain annually -Assigned
Obj 6.1.2 Demonstrate support by providing financial assistance to encourage faculty involvement in professional organizations and meetings	Annually	Department Chairs, Dean	Assigned

**SG6.2 Initiate and maintain an active alumni association.**

Objectives/ Action Steps	Timeline	Accountable	Notes
Obj 6.2.1 Assemble an alumni advisory board to design the structure of an alumni association for the SoP <ul style="list-style-type: none"> <li>Action step: identify the President of the Alumni Association and governance structure</li> </ul>	2013-2014	Dean, exec committee, Professional Affairs committee	Assigned
Obj 6.2.2 Launch new alumni association	2014-2015	Dean; President of Alumni Association	
Obj 6.2.3 Foster student engagement in the alumni association before they leave school	2014-2015	President of Alumni Association, Professional Affairs Committee, PSGO	

**SG6.3 Foster current relationships and identify and establish new partnerships to advance the mission of the SoP.**

Objectives/ Action Steps	Timeline	Accountable	Notes
Obj 6.3.1 Compile Pharm Sci and Pharmacy Practice existing partnerships.	2013-2014	Professional Affairs committee	Assigned
Obj 6.3.2 Develop a benefit package for members (preceptors and coop). <ul style="list-style-type: none"> <li>• Action step: Offer 2 hour free law CE</li> </ul>	2013-2014	Professional Affairs committee, Director of CE	Assigned

**SG6.4 Publicize the activities and achievements of the School on an ongoing basis.**

Objectives/ Action Steps	Timeline	Accountable	Notes
Obj 6.4.1 Identify a point person to coordinate communication to appropriate parties. <ul style="list-style-type: none"> <li>• Action step: Enhance our collaboration with the communications department</li> </ul>	2013-2014	Administrative operations manager	Assigned

ACPE Standards continuous review:

1. College or School Mission and Goals: Director of Assessment
2. Strategic Plan: Director of Assessment
3. Evaluation of Achievement of Mission and Goals: Director of Assessment
4. Institutional Accreditation: Dean
5. College or School and University Relationship: Dean
6. College or School and other Administrative Relationships: Dean
7. College or School Organization and Governance: Dean, executive committee
8. Qualifications and Responsibilities of the Dean: Dean
9. The Goal of the Curriculum: Director of Undergrad and Curriculum committee
10. Curricular Development, Delivery, and Improvement: Director of Undergrad and Curriculum committee
11. Teaching and Learning Methods: Director of Undergrad and Curriculum committee and Assessment Director/ Committee
12. Professional Competencies and Outcome Expectations: Directors of Undergrad and Assessment
13. Curricular Core – Knowledge, Skills, Attitudes, and Values: Directors of Undergrad and Assessment
14. Curricular Core – Pharmacy Practice Experiences: Directors of OEE and Assessment

15. Assessment and Evaluation of Student Learning and Curricular Effectiveness: Directors of Undergrad and Assessment & Committees
16. Organization of Student Services: Assistant Dean for Student Affairs and OSS
17. Admission Criteria, Policies, and Procedures: Dean, Assistant Dean for Student Affairs, Associate Dean for Enrollments
18. Transfer of Credits and Waiver of Requisites for Admission with Advanced Standing: Admissions committee and OSS
19. Progression of Students: Assistant Dean for Student Affairs, Academic Affairs committee
20. Student Complaints Policy: Dean, Director of Assessment
21. Program Information: Assistant Dean for Student Affairs and OSS
22. Student Representation and Perspectives: PSGO leaders, Assistant Dean for Student Affairs
23. Professional Behavior and Harmonious Relationships: Dean, Assistant Dean for Student Affairs, Director of Assessment
24. Faculty and Staff – Quantitative Factors: Department Chair, Dean
25. Faculty and Staff – Qualitative Factors: Department Chair, Dean
26. Faculty and Staff Continuing Professional Development and Performance Review Research Mentoring Development committee, Karen Stanley
27. Physical Facilities: Karen Stanley to coordinate
28. Practice Facilities: OEE
29. Library and Educational Resources: OEE and Karen Stanley
30. Financial Resources: Karen Stanley

To provide feedback on this strategic plan, please go to  
[https://bouve.co1.qualtrics.com/SE/?SID=SV\\_3QQxb9wtC7R9fw1](https://bouve.co1.qualtrics.com/SE/?SID=SV_3QQxb9wtC7R9fw1)