School of Pharmacy and Pharmaceutical Sciences Vision & Mission

Vision:

To set the precedent for excellence and innovation in pharmacy and pharmaceutical sciences education, that is grounded in experiential learning and enhances the health of communities through research and practice.

Mission:

Provide transformative learning and research experiences in a diverse, collaborative environment to develop leaders who positively impact the health and well-being of the communities we serve.

Core Values:

- Foster inclusion, diversity, equity, and a culture of respect
- Promote active engagement in teaching and learning
- Accelerate discovery and innovation in research and practice
- Align passions and strengths to cultivate a multidisciplinary collaboration
- Celebrate scholarship, achievements, and success of the faculty, staff, and students

SOPPS Strategic Priorities and Objectives

Strategic Priority 1 – Empower students to embrace and drive their educational and professional success

- **Objective 1.1** Attract a diverse population of students across all SOPPS programs to meet target enrollments
- **Objective 1.2** Optimize an integrated, competency-based curriculum across all programs
- **Objective 1.3** Facilitate the formation of students' professional identities (professional identification formation, PIF) through an immersive curriculum including experiential and co-curricular learning
- **Objective 1.4** Expand educational offerings that promote a commitment to life-long learning
- **Objective 1.5** Develop new initiatives tailored to opportunities and educational needs across global campuses

Strategic Priority 2 – Conduct and disseminate research, bringing innovative solutions to the current and evolving needs of patients and society

- **Objective 2.1** Promote and enhance areas of research excellence
- **Objective 2.2** Disseminate scholarly output through professional and community channels

Strategic Priority 3 – Create and maintain an infrastructure for success.

- **Objective 3.1** Create a supportive working and learning environment for Students, Faculty and Staff Objective 3.2 Enhance the value of experiential education
- **Objective 3.3** utilize the strengths of our faculty and staff to optimize the organizational operations of the School Objective 3.4 Expand engagement of external stakeholders.

Strategic Priority 1

Empower students to be drivers of success in their education and future professional careers

Objective 1.1. Attract a diverse population of students across all SOPPS programs to meet target enrollments.

Action/Strategy	Tactics/Initiatives	Responsible party(ies)	Time frame	Performance indicators/metrics of success	Resourcing

Objective 1.2. Develop and evaluate an integrated, competency-based curriculum across all programs

Action/Strategy	Tactics/Initiatives	Responsible party(ies)	Time frame	Performance indicators/metrics of success	Resourcing
Develop and finalize PharmD CBE curriculum (fall 2023)	Fall 2022 Retreat Stakeholder surveys	OAAA Curriculum Revision Taskforce	Submit curriculum program plan and syllabi to BCHS	Approval of revised curriculum	Support from College/ Associate Dean
			Curriculum Committee		
			by end of October 2022		
			University approval by		
			end of 22-23 academic		
			year		
Monitor assessment plans for	Regular review of	OAAA, Director of	Ongoing with review	NAPLEX, student	
all SOPPS programs	data collected	Assessment and	monthly at Assessment	surveys	
	through various	SOPPS Assessment	Committee Meeting		
		Committee			
	sources and stakeholders Regularly evaluate curricula and course content for their value in furthering students' career plans				
Revise MS and PhD program curricula	Graduate Committee with regular OAAA involvement; Assessment and Curriculum Committees to be consulted	Graduate Committee, Director of Graduate programs, OAAA	End of next academic year June 2023	Approval of revised curricula	
	Monitor the developments in the pharma/biotech industry and introduce related concepts/technology into appropriate courses		All years	Assessment in course of content	

Objective 1.3. Facilitate the formation of students' professional identities (professional identification formation, PIF) through an immersive curriculum that includes experiential and co-curricular learning

Action/Strategy	Tactics/Initiatives	Responsible party(ies)	Time frame	Performance indicators/metrics of success	Resourcing
Create a SOPPS definition of PIF that will align with program career paths	SOPPS task force creation to address action	Dean's office to name points of contact/ faculty, staff & students	AY 2024 (September 2023)	SOPPS faculty/staff vote on definition	Task force work
PharmD Utilize end of cooperative (IPPE) evaluations to measure PIF	PHMD 20 (or equivalent); soft skills and essential elements)	IPPE coordinator/Asst Dean OECPE	ongoing	Assessment in course of content	IPPE Coordinator position
	LEAP program				
PharmD: Utilize the APhA Advance platform (student entered activities) to measure the co-curricular activities that promote PIF	Co-curricular activities and student submitted artifacts / reflections.	Asst Dean, OSA Asst Dean, OAAA and Director of Assessment	Ongoing, P1 - FL 2022 (Class 2025/26)		APhA Advance Platform
	Support Student Associations activities (internal and external) within departments and the SOPPS			Number of applicants for travel funds; number of students presenting at the meetings	Faculty mentors
	Promote students' active participation in meetings of professional organizations				
MS: Expand coop research opportunities PhD: Establish co-op/internship opportunities in private-sector biopharma labs Develop curricular and/or co-curricular professional identity formation strategies for all SOPPS programs	Increase and broaden relationships with local pharma/biotech companies; Include advanced PhD students in co-op/experiential opportunities in biopharma	OAAA; Program Directors; PS Grad Committee; Cooperative Education Program Representatives	ongoing	Increased number of MS and PhD students participating in the co-op/internships in biopharma; Post-graduate job /educational opportunities for our MS and PhD graduates in biopharma; Enhanced connectivity between the University and private-sector biopharma industry; Increasing numbers of experiential students supported by industry	Cooperative Education and Department faculty; OAAA; PS Grad Committee Faculty mentors

Objective 1.4. Expand educational offerings that promote a growth mindset and commitment to life-long learning

Action/Strategy	Tactics/Initiatives	Responsible party(ies)	Time frame	Performance indicators/metrics of success	Resourcing
PharmD: Utilizing cooperative education growth mindset content prepare students for APhA Advance activities	"Coop prep" didactic course content/evaluation	Instructor of Record (PHMD 1201)	ongoing	Course-based assessment of competence	APhA Advance Platform
PharmD: Utilize the APhA Advance platform (student entered activities) to measure activities that promote growth mindset and life-long learning	Co-curricular activities and student submitted artifacts / reflections.	Asst Dean, OSA Asst Dean, OAAA and Director of UG/Professional Programs	ongoing		APhA Advance Platform

(via reflections)					
MS / PhD:	Invite Ms and PhD	Department faculty; OAAA; Cooperative Education Program Representatives; PS Graduate Committee	ongoing	Student (current and former)-assessments that courses and experiential opportunities have made positive career impact.	Graduate Committee; Department faculty; Cooperative Ed Program faculty
Develop educational offerings	student and				
(didactically, experiential) that	graduates' feedback				
promote growth mindset and	on course offerings				
life-long learning.	and their				
	relationship to				
	continuing education				
	and career				
	preparation, goals,				
	flexibility, and				
	"marketability."				
Develop and re-tool course offerings to meet market interest and demand	Identify market demands for lifelong	Asst Dean, OSA Asst Dean, OAAA and Director of UG/Professional Programs	Four years	Number of new offerings or re-tooled offerings	Market research as needed Faculty from across the School Academic Program Development support from the College
	learning; evaluate				
	business plan for				
	feasibility of				
	programs/offerings				
	Create opportunities				
	for students and				
	alumni to interact				
	informally				
	Form an alumni				
	speaker series with				
	presenters				
	practicing their				
	discipline related to				
	programmatic focus				

Objective 1.5. Develop new initiatives tailored to opportunities and educational needs across global campuses

Action/Strategy	Tactics/Initiatives	Responsible party(ies)	Time frame	Performance indicators/metrics of success	Resourcing
Collaborate with Bouve Associate Dean of the Global Network.	Identify and leverage communities among campuses that can make efficient use of shared resources and faculty	DPHSS Chair OAAA	AY 2023-2024		Support from Associate Deans of the College Financial support for program development and growth.
Explore the opportunity for Health Science Entrepreneurship for minor offering at Mills College	Identify faculty and courses that might integrate into the program			Advocate for HSE minor at Mills College	Identify faculty at Mills College that are willing to participate in teaching in HSE
Explore the creation of a	Develop curricular	Asst Dean, OSA	AY 2023-2024	First cohort to	Identify faculty
dialogue of civilization (DOC)	content for DOC;	Asst Dean, OECPE		complete DoC in SU	coverage for SU
in collaboration with Ottawa	submit to GEO			2024	teaching (if relevant)
community pharmacies and	based on timelines				
Canadian's Pharmacist					
Associations (CPhA).					

Strategic Priority 2

Conduct and disseminate research, bringing innovative solutions to the current and evolving needs of patients and society

Objective 2.1. Promote and enhance areas of research excellence

Action/Strategy	Tactics/Initiatives	Responsible party(ies)	Time frame	Performance indicators/metrics of success	Resourcing
Increase research activity and	Leverage current co-	SOPPS Dean,	Year 1-5	Number of grant	
collaborations internally and	appointed faculty	DPS Chair,		submissions	
externally to the University	members and new faculty	DPHSS Chair,		Number of research	
	hires to enhance	Faculty		projects and proposals	
	collaborations within			Impact Engine	
	Bouve and outside of the			participation	
	College				
	Increase University-	Faculty/Dean	Year 1-5	Establishment of industrial	
	Industrial Research	of research		collaborations and	
	Collaboration by working			programs which will	
	with Dr. Jason			increase productivity,	
	Sidman/Partnership			funding support and	
	relations.			publication number with	Protected time for PIs for developing large grants (i.e., Center grant application) Julia Van/ Corporate + Foundation Advancement, Jason Sidman/Partnership relations Mark Henson/ Head, Sustainable CMC at Takeda R&D, Jason Sidman/ Partnership relations Bimonthly seminars between Bouve departments and other colleges organized by Ganesh Thakur and Tania Korry
				Takeda and Sanofi (Idea	
				grant).	
			Year 1-5		
	To form partnerships with	Faculty/Dean		Spring 2023 Takeda	
	industry as means to	of research		Pharm Sci seminar series	
	identify collaborations by				
	organizing symposiums				
	and meetings to facilitate				
	collaborations and				
	introduce novel and				

	complementary research.				
	capabilities to NEU		Year 1-5		
	community.				
	Establish and enhance	Faculty/ Dean		Submission of	
	collaborations between	of research		collaborative grants	
	departments within the				
	SOPPS.				
Partner with interdisciplinary teams across Bouve and other colleges to create exceptional synergies that will lead to significant impact	Facilitate future applications for Tier1 and Impact Engines grants.	Faculty/ Ass Dean for research	Year 1-5	Increase the total Tier 1 and NUIDF applications from Bouve	Support from Associate Dean of the College
	Organize invited talks from government agencies, NIH, NSF and DOD/DARPA (POs and research labs), to introduce their research interest/ RFAs to NEU community.	Faculty and administrative arms of NEU Faculty and administrative arms of NEU		Increase the application number and overall interest around government funding. Increase interaction between faculty members across the schools and colleges.	
	Establish and enhance collaborations between SOPPS and Bouve as well as other colleges				
Optimize student engagement in research training	Provide opportunities and fellowship to visit national and international research institutions.	Faculty and administrative arms of NEU	Year 1-5	Enhance students' applications for fellowships and collaborations	Support from Associate Dean of the College
	Introduce students to the research labs early in their educational programs by providing a clear mission of each research thrust offered in the Bouve.	Program Manager BSPS, MS, PhD		Student research visit days to research labs Student request for laboratory research placement Engage students with Draper labs	Support from Associate Dean of the College Draper, Jason Sidman/ Partnership relations,
	Partner with local hospitals (leaders, program/partners) to introduce students in all programs to clinical research applications.	Jason Sidman Office Asst. Dean for Research; Program Manager		Increase the collaborations and establish funding programs such as (DF/NEU with local research hospitals to bring clinical relevance to the basic reach programs at our school.	Support from Associate Dean DF, Karen Drew, Jason Sidman/ Partnership relations,

Objective 2.2. Disseminate scholarly output through professional and community channels

Action/Strategy	Tactics/Initiatives	Responsible party(ies)	Time frame	Performance indicators/metrics of success	Resourcing
Introduce the most recent opportunities and research updates in the Newsletter.	Submit research updates for SOPPS newsletter and Bouve Marketing	Asst. Dean for Research	Monthly	Newsletters Bouve News highlights	Support from Associate Dean of the College
Disseminate knowledge with professional peers	Publish research findings in national journals and	Faculty	Year 1-5	Increase productivity by 5% compared to the	
	statewide publications.			previous year.	
	Present at national conferences and	Faculty	Year 1-5	To increase the visibility of	
	meetings of professional			the school the target goal	
	associations.			would be to present a	
	Organize internal symposiums to introduce other NEU departments to the research programs	Asst. Dean Research, Faculty	Year 1-5 Biannually	minimum of twice per year. Organize a minimum of 2 seminars and workshops	
	at Bouve.			per year to facilitate the	
				visibility of the school and	
				increase collaborative	
				efforts.	

Strategic Priority 3

Create and maintain an infrastructure for success

Objective 3.1. Create a supportive working and learning environment for Students, Faculty and Staff

Action/Strategy	Tactics/Initiatives	Responsible party(ies)	Time frame	Performance indicators/metrics of success	Resourcing
Promote a culture of excellence, respect, diversity, inclusion, wellness, and collaboration	Team building and training Reward collaborative behaviors/initiatives	Dean SOPPS DEI liaison, BCHS faculty Managers, Merit process	Year 1-5		Support and collaboration with the DEI team in BCHS Dean's office
	Develop a process for regular faculty and staff feedback	Dean, Department Chairs, Director of Operations, HR lead BCHS		Survey development and identify intervals for regular feedback	
Optimization of Organizational structure	Evaluate the new organizational structure for functionality, efficiency,	Dean SOPPS, Executive committee, Director of Operations	CQI	Identify areas for strengths (best practices) / continued improvement	
	and continued deployment.			Continue to educate faculty and staff regarding the services supported within the SOPPS and Bouve	
Ensure adequate faculty and staff resources for programmatic / professional needs	Develop proposals for faculty and staff hires to meet programmatic needs.	Dean and Chairs	Year 1-5	Submissions and approvals	
	Monitor departures from the units	Dean and Chairs		Complete exit interviews for any faculty & staff departing the units	HRM Process as documented in HRM
	Create a personalized development plan for professional development opportunities Create resources for local operational staff functions to foster continuity and cross-functional training	All Managers Director of Operations,		Staff development plans - Ensure that the Northeastern University Performance Development Process is administered consistently and meaningfully with all staff.	ServiceNow

Objective 3.2 Enhance experiential education impact

Stewardship of experiential partnerships	Identify engage, grow, and retain high quality, diverse experiential education sites	Asst Dean, OECPE	Year 1-5	Inventory analysis for all SOPPS programs	IPPE/Coop Coordinator
Inventory analysis-data extraction	Leverage cooperative education experiences as a marketing tool to increase enrollment as unique to a Northeastern education	Asst Dean, OECPE	Year 1-5		
Stewardship of global opportunities for students (all programs)	Identify, engage & retain current global opportunities Identify opportunities for growth into new regions and partnerships	GEO office Dean SOPPS Assoc. Dean Bouve Asst Dean, OECPE Faculty Alumni		Increase global offerings through dialogues of civilization, COOP, APPE Identify and affiliate with appropriate organizations and institutions of higher education	Collaboration with GEO

Objective 3.3 Strategically utilize the strengths of our faculty and staff to optimize the organizational operations of the School

Action/Strategy	Tactics/Initiatives	Responsible party(ies)	Time frame	Performance indicators/metrics of success	Resourcing

Evaluate the new organizational structure of SOPPS, including the new formation of the alumni council.	Utilize the AACP faculty / staff survey results Develop a SOPPS specific survey (org structure)	SOPPS Dean Executive Committee Alumni Council	Year 1	Increase in faculty, staff and student knowledge of org structure and school operations	Collecting feedback from students, faculty, and staff
Align the SOPPS bylaws with the SOPPS organization and committee structure with a goal of streamlining the activities within the SOPPS offices and committees.	Assessment of SOPPS committee activities and SOPPS offices	SOPPS Dean SOPPS Asst Deans Executive Committee	Year 1	Completion of bylaws updates	
Objective 3.4 Expand engagement of external stakeholders					
Action/Strategy	Tactics/Initiatives	Responsible party(ies)	Time frame	Performance indicators/metrics of success	Resourcing
Improve social media reach, engagement, and messaging	Produce marketing and website resources to connect with the world	SOPPS Dean SOPPS Asst Deans	Year 1-5	Identify admin support structure to meet SOPPS needs	Partnering with Bouve Marketing and Communications office
Stewardship of partnerships to advance the mission of SOPPS	Establish Dean/School Advisory Board Dean's "meet and greets" with key health care institutions Maintain and expand strong post-graduate fellowship programs Philanthropy outreach/efforts in collaboration with Bouve Development office	Dean Dean, Ass Dean OECPE, Dept Chairs Dean, Dept Chairs Dean, Dept Chairs Ass Deans	Year 1 Year 1 Year 1-4 Year 1-4	Identify the members and establish the bylaws/goals for the Board Visit current experiential clinical sites Number of partnerships and number of fellows Number of meetings with prospects Giving/donations yield	