

Pharmacy & Graduate Life Sciences Programs Strategic Plan

2021-2024



Manchester
University

Approved: July 2021

Updated: November 2021

Mission

To cultivate graduates of ability and conviction to provide patient-centered care guided by respect for the infinite worth of individuals; and dedicated to improve communities by advancing pharmacy and graduate life sciences education, practice, service, and scholarship.

Vision

To improve the human condition through service

Values

- We have a deep commitment to integrity.
- We respect the infinite worth of every individual. Diversity and inclusivity is vital for growth and understanding.
- We seek excellence in all that we do. We are accepting of new ideas. We create and innovate without fear.
- We foster personal and professional transformation. It is through learning that we become our better selves.
- We serve for the betterment of others.
- We seek and value collaboration and teamwork.



2021 MU Pharmacy & Graduate Life Sciences Programs Strategic Plan

The current strategic plan was developed during the 2019-2020 academic year and became active on July 1, 2021. Led by the Dean of Pharmacy Programs, the Leadership team agreed on goals for the new strategic plan, aiming for it to be collaborative, usable, pragmatic, measurable, and achievable, while still being a forward-looking plan that challenges our program to be its “best self.” The Leadership Team centered the planning process on five strategic priorities:

- **People**, led by the Dean and the former Assistant Dean of Enrollment Management and Community Engagement
- **Education**, led by the Associate Dean for Academic Programs and the Director of Experiential Education
- **Patient-Centered Care**, led by the Chair and Vice Chair of the Department of Pharmacy Practice
- **Service**, led by the Vice Chair of the Department of Pharmaceutical Sciences and the Executive Assistant to the Dean of Pharmacy Programs
- **Research & Scholarship**, led by the Chair of the Department of Pharmaceutical Sciences and the Assistant Dean for Assessment

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After the Leadership Team pairs brainstormed areas for focus in the new strategic plan, each pairworked with faculty, staff, and students across two working sessions in fall 2019 to draft goals, outcomes, and indicators of success. Key stakeholders, including the Dean’s Advisory Council (representing the community and alumni) and Experiential Education Advisory Council (representing alumni and preceptors) were consulted throughout the process. Student input was obtained through inclusion and contributions of APPE students in each of the working sessions. Following editing and synchronization by Leadership Team, faculty and staff finalized the goals, outcomes, and indicators during a third working session in January 2020. The new strategic plan was approved by faculty and staff in February 2020. Following the tragic death of Mr. George Floyd in May 2020 and subsequent civil strife, the Dean constituted a working group, including the Wellness and Inclusion Coordinator, Director of Student Affairs, and Assistant Dean for Assessment, to review the strategic plan for opportunities to improve the inculcation of diversity and inclusion into the goals, outcomes, and indicators of success ahead of the plan’s expected implementation in July 2020. Due to increased burdens caused by COVID-19, program leadership delayed the start of the plan to July 1, 2021.

In spring of 2022 in preparation for the launch of our graduate program in nutrition and nutrigenomics and a new distance pathway for our PharmD program, coupled with personnel changes, the Leadership Team reviewed and revised this plan. These revisions were then communicated to faculty and staff. We intend this plan to be a living document – one that will evolve alongside our academic unit; with revisions made periodically.

Execution of the current strategic plan (a three-year plan) is led by the Dean and Leadership Team in collaboration with their respective units. Assessment of the success of the strategic plan in achieving the mission and goals of MU Pharmacy and Graduate Life Sciences Programs, as evidenced by performance on the indicators of success, is led by the Office of Assessment.



Pharmacy & Graduate
Life Sciences

Manchester University Values Statement:

Manchester University values diversity, because understanding differences develops respect for ethnic, cultural, and religious pluralism; an international consciousness; and an appreciation for the infinite worth of every person.

To learn more about how Manchester University welcomes diversity in its various forms and definitions, we invite you to visit our webpage:

<https://www.manchester.edu/about-manchester/history/diversity>

STRATEGIC PRIORITY— PEOPLE

INTENDED IMPACT:

Improve the lives and respect the infinite worth of the diverse members of the Manchester pharmacy and graduate life sciences community.

GOALS

- Foster distinctive and diverse faculty, staff, and students.
- Promote interpersonal connection, wellness, and personal and professional growth among the Manchester Pharmacy and Graduate Life Sciences community.
- Engage with students and alumni to enhance relationships and instill pride.

OUTCOMES

1. Build a sustainable culture of inclusion, develop structure and processes, and enhance community for our diverse faculty, staff, and students.
2. Enhance strong pipelines of students at the high school and college level.
3. Identify and develop resources to ensure student success upon program entry.
4. Identify and develop creative initiatives to attract, recruit, support, and retain distinctive and diverse faculty and staff.
5. Identify and develop resources and programming to promote wellness and manage mental health.
6. Foster and practice interpersonal connection through purposeful, meaningful activities.
7. Develop a culture of pride in the institution and profession.

INDICATORS OF SUCCESS

- Target enrollments met (e.g., PharmD, MS PGx, MS NGx, certificates)
- Admissions statistics (e.g., GPAs, interview rankings)
- Pre-matriculation needs assessment completed
- Wellness survey results
- Wellness needs assessment completed
- Retention rates (e.g., faculty, staff)
- Time to fill vacant positions
- AACP survey results
- Alumni engagement plan completed



STRATEGIC PRIORITY— EDUCATION

INTENDED IMPACT:

Cultivate graduates of ability and conviction through evidence-based, innovative, and diverse educational programs.

GOALS

Design, implement, and offer intentional and distinctive curricula and programing.

Ensure the educational environment optimizes students' academic and professional success.

Provide continuous professional development programing to meet needs of internal and external stakeholders.

OUTCOMES

1. Execute the renewed PharmD, distance PharmD, PGx, and the new MSNGx curriculum, ensuring graduates are team- and practice-ready.
2. Leverage the talent of our educators to share expertise across the institution.
3. Maximize student opportunities to learn with, from, and about each other, positioning our graduates to care for diverse patients.
4. Evaluate potential new programs that enhance current pharmacy and graduate life sciences programs.
5. Inculcate the professional skills of conflict resolution, collaboration, problem solving, critical thinking, and resilience in our students, as individuals and in teams.
6. Provide evidence-based academic, physical, and emotional support to all learners.
7. Invest in continuous professional development to integrate best teaching practices, employ culturally responsive teaching, and evolve the curriculum.
8. Determine the continuing education needs of alumni and develop a plan to meet these needs.

INDICATORS OF SUCCESS

Renewed PharmD, distance PharmD and new MSNGx curriculum implemented

PGLS readiness data (i.e., APPE, team, practice, competencies)

NAPLEX, MPJE, and CDR performance

AACP survey results

PGLS student placement (e.g., permanent positions, residencies)

Interdisciplinary and interprofessional learning (e.g., integrated teaching faculty, integrated courses)

New certificates or degrees
Evaluated

Personal and professional development courses evaluated and redesigned

Online or blended learning courses developed

Plan for continuous professional development in teaching, including culturally responsive teaching, completed

Alumni continuing education needs assessment completed

STRATEGIC PRIORITY— PATIENT-CENTERED CARE

INTENDED IMPACT:

Advance education and clinical services to improve individual and population health.

INDICATORS OF SUCCESS

Board certifications

Pharmacy practice transformation plan (e.g., practice sites, northeastern Indiana) completed

Patient-centered care metrics

Interprofessional education experiences at pharmacy practice sites

Contacts with legislators (e.g., state, national)

GOALS

Lead pharmacy and graduate life sciences patient-centered care in northeastern Indiana.

Maximize interprofessional collaboration that enhances the delivery of pharmacy and graduate life sciences patient-centered care.

Advance pharmacy and graduate life sciences practice through legislative advocacy.

Stimulate pharmacy and graduate life sciences practice transformation in northeastern Indiana.

OUTCOMES

1. Define and establish baseline measures of quality patient-centered care for pharmacy faculty practice sites.
2. Create a plan, integrating students, to elevate holistic, individualized, and inclusive patient-centered care at pharmacy practice sites and support practice transformation.
3. Lead an evaluation of didactic interprofessional education across Manchester to identify and resolve gaps, break down barriers, and create a best practice environment.
4. Assess pharmacy faculty practice site interprofessional experiences and maximize collaboration.
5. Enhance student, faculty, and staff engagement in legislative advocacy at local, state, and national levels.
6. Develop a comprehensive plan for pharmacy practice transformation in northeastern Indiana.

STRATEGIC PRIORITY— SERVICE

INTENDED IMPACT:

Engage in meaningful and sustainable service.

INDICATORS OF SUCCESS

Community service metrics (e.g., community members served, signature Manchester service engagement, sustained community service)

Leadership and service roles in professional organizations

Accreditation success measures (e.g., self-study engagement, accreditation status)

Institutional service engagement outside Pharmacy and Graduate Life Sciences Programs

Survey results (e.g., AACP, NGx graduate surveys)

Strategic plan execution

GOALS

Provide service to improve community wellness.

Contribute to professional service that mutually benefits the individual, their profession, and institutional reputation.

Advance a culture of service excellence through collaboration and engagement in the institution.

OUTCOMES

1. Engage in community service that improves wellness (i.e., emotional, environmental, intellectual, occupational, physical, social, or spiritual) of communities, including those that are multicultural, underserved, or medically vulnerable.
2. Engage students in community wellness events at the student organization level.
3. Allocate resources and workload to promote faculty, staff, and student professional service.
4. Meaningfully contribute to university-level initiatives.
5. Model the Pharmacy and Graduate Life Sciences Code of Collaboration.
6. Conduct a fully collaborative ACPE self-study and site visit, and achieve accreditation success.
7. Execute this three-year strategic plan.

STRATEGIC PRIORITY— RESEARCH & SCHOLARSHIP

INTENDED IMPACT:

Create and disseminate knowledge to improve the human condition.

INDICATORS OF SUCCESS

Research and scholarship-related infrastructure in place

Publications (e.g., discipline-specific, scholarship of teaching and learning)

Presentations (e.g., state, national)

Student scholarship engagement (e.g., participation, results disseminated)

Submitted grant proposals

GOALS

Optimize structures and processes to support and promote scholarship.

Produce high quality, discipline-specific scholarship.

Cultivate a culture of scholarly teaching and educational research.

Provide impactful scholarship opportunities for students.

OUTCOMES

1. Foster meaningful mentorship and professional development opportunities to faculty.
2. Allocate resources and workload to optimize productivity and output.
3. Enhance offerings and networking available to students through the curriculum, co-curriculum, internships, supervised experiential learning and tracks.
4. Empower students to engage in and disseminate scholarship.
5. Provide continuous professional development to integrate scholarly teaching across disciplines.