

W I N G A T E




School of Pharmacy

Strategic Plan

2019-2022

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11/7/19
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The mission of Wingate University is to develop educated, ethical and productive global citizens. Following its Judeo-Christian heritage, the university seeks to cultivate the following in its students:

Faith, Knowledge and Service.

VISION

"The Wingate University School of Pharmacy aspires to be known as a premier institution for pharmacy education characterized by an uncommon culture of innovative student-centered active and practice-based learning that makes it the first choice institution for the pharmaceutical care provider and leader of tomorrow."

MISSION

"The Wingate University School of Pharmacy intends to be a nationally recognized leader in the education of students and pharmacists for the practice of pharmacy in all patient care settings for all patients."



Strategic Plan Priorities



STRATEGIC PRIORITY 1

STUDENT ENROLLMENT AND SUCCESS

Maximize student success through an individualized holistic recruitment and enrollment approach

STRATEGIC PRIORITY 2

PROGRAM

Prepare pharmacist leaders through a student-focused program

STRATEGIC PRIORITY 3

FACULTY, STAFF, ADMINISTRATION

Position faculty, staff, and administration to adapt to a continuously evolving environment to advance the profession of pharmacy

STRATEGIC PRIORITY 4

STAKEHOLDERS

Cultivate relationships with those who share our vision and values

STRATEGIC PRIORITY 5


FINANCES AND INFRASTRUCTURE

Procure resources for strategic growth

Strategic Priority 1:

Student Enrollment and Success

Maximize student success through an individualized holistic recruitment and enrollment approach



Initiative 1.1. Develop an innovative and comprehensive recruitment and marketing strategy to attract a student body of high academic and professional quality

- Enhance efforts to strengthen applicant affinity to program
- Expand ongoing pharmacy pipeline programs
- Implement and assess early assurance programs
- Explore methods to increase financial incentives for academically and professionally superior applicants
- Enhance marketing presence to engage target audiences and broaden program awareness



Initiative 1.2. Ensure school admissions remain competitive, adaptable, and diverse

- Correlate pre-admissions variables with academic performance
- Institute continuous quality improvement of admissions processes
- Admit a diverse student population reflective of the communities we serve



Initiative 1.3. Create, implement, and evaluate a longitudinally and intentionally mapped program for student development from pre-matriculation to graduation

- Implement, assess, and enhance first year-pharmacy success course
- Hire a Success Counselor
- Develop a process for crafting individualized student success plans
- Cultivate an individualized and intentional student advising program
- Develop and enact a comprehensive career advising plan that spans the program



Initiative 1.4. Sustain an inclusive environment conducive to student well-being

- Identify and implement strategies to address barriers to student utility of resources
 - Provide and promote resources to support student well-being
 - Explore community spaces to optimize student engagement and well-being
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Key Performance Indicators

STRATEGIC PRIORITY 1

PERIOD

2019-2022

RECRUITMENT

- Number of high school applicants who qualify for the early assurance programs increases by 5% annually
- Number of formal partnerships with feeder programs increases by at least 2 schools annually
- The School of Pharmacy is included in the university enrollment marketing campaigns
- Maintain or increase the amount of support for scholarships for outstanding PharmD applicants
- Number of PharmD applications increases by at least 5% annually
- Maintain or increase yield of accepted applicants to matriculated students

ADMISSIONS

- Admissions correlations to program success are reported annually in the Global Assessment Plan
- Overall prerequisite GPA of matriculated students exceeds peer institutions
- Science prerequisite GPA of matriculated students exceeds peer institutions
- Application numbers from diversity indicators reflect percentages from local and regional population

SUCCESS

- Maintain or increase the amount of support for student success initiatives
- Beginning with the graduating Class of 2023, all students will create a personal development plan annually
- Number of well-being initiatives increases by at least 1 initiative annually
- The on-time graduation rates will increase by at least 2% annually

Link to University Strategic Plan

Priority 1 is aligned with two priorities from the University's strategic plan. The first priority from the University's plan is to develop a comprehensive enrollment plan. Historically, WU has dedicated the majority of the recruitment resources to building the undergraduate pipeline. Moving forward, WU is committed to dedicating increased resources to build the graduate pipeline with a goal of reaching 1200 graduating students annually.

The second priority from the University's plan that this priority is aligned with is the development of a definition of student success and enhancement measures. WU has partnered with the John Gardner Institute to implement strategies to improve student success and retention rates. Multiple WUSOP faculty and staff serve on the Gardner Institute committees to increase coordination of efforts.

Link to WUSOP Global Assessment Plan

Priority 1 is aligned with metrics from the WUSOP Global Assessment Plan in the following areas:

- Area 2.1: Recruitment
- Area 2.2: Admissions
- Area 2.3: Retention
- Area 2.4: On-time graduation rates
- Area 2.5: Student Services
- Area 2.6: Student Engagement

Strategic Priority 2: Program

Prepare pharmacist leaders through a student-focused program

✓ Initiative 2.1. Modernize Doctor of Pharmacy didactic curriculum

- Develop process and principles to guide the school through a comprehensive curriculum review
- Enhance individualization opportunities within the didactic curriculum
- Ensure competence in the Pharmacists' Patient Care Process
- Reevaluate Program Level Outcomes
- Enhance delivery of curriculum to maximize knowledge and skill retention

✓ Initiative 2.2. Modernize Doctor of Pharmacy experiential curriculum

- Tailor experiential curriculum to meet the needs and expectations of future employers
- Establish optimal length of rotation experiences
- Explore expansion of international experiential opportunities
- Enhance individualization opportunities within the experiential curriculum
- Recruit, develop, and support preceptors
- Ensure mastery of the Pharmacists' Patient Care Process
- Ensure competence in Entrustable Professional Activities

✓ Initiative 2.3. Formalize a comprehensive co-curricular plan

- Establish a committee to oversee the co-curriculum
- Organize meaningful co-curricular activities
- Maintain a comprehensive reflection, documentation, and assessment database

✓ Initiative 2.4. Expand holistic and authentic Interprofessional Educational (IPE) opportunities

- Explore opportunities for didactic IPE expansion
- Target opportunities to include physician learners in IPE
- Foster partnerships with other health science programs to develop a more robust IPE program
- Maintain a comprehensive reflection, documentation, and assessment database

✓ Initiative 2.5. Coordinate and encourage collaboration in all areas of the curriculum, co-curriculum, and interprofessional education programs

- Support a culture of collaboration
- Provide resources to facilitate successful collaboration

✓ Initiative 2.6. Support longitudinal, multimodal, and collaborative assessment

- Develop, implement, and evaluate a collaborative assessment strategy mapped to programmatic and national outcomes
- Develop, implement, and evaluate a global assessment plan

✓ Initiative 2.7. Ensure student readiness for benchmark examinations

- Correlate WUSOP data to NAPLEX, PCOA, and MPJE success
- Develop an adequately sourced comprehensive plan to promote student success on the PCOA, NAPLEX, and MPJE

✓ Initiative 2.8. Facilitate post-graduate employment

- Support student career interests
- Maintain residency match rates similar to national average and peer institutions
- Support student security of employment in a timely manner after completion of licensure



Key Performance Indicators

STRATEGIC PRIORITY 2

PERIOD

2019-2022

CURRICULUM

- Implement a modernized curriculum beginning with P1s in Fall 2021
- Initiate experiential curricular modernization beginning in Summer 2020
- A didactic IPE course will be implemented by Spring 2020
- 100% of graduates display mastery in the Pharmacists' Patient Care Process
- 100% of graduates display competence in the Entrustable Professional Activities

CO-CURRICULUM

- Implement a formal co-curriculum by Fall 2019
- Beginning with the graduating Class of 2023, completion of the co-curriculum requirements will be a milestone for progression
- Co-curriculum outcome assessment data will be reported to faculty and staff annually

ASSESSMENT

- The number of assessments appropriately mapped will increase annually
- The type of curricular assessments (cognitive domain) will be adjusted so that the majority are application and problem-solving questions
- Longitudinal outcome assessment data will be shared at least annually
- Improve PCOA results such that the composite is at or above the 35th percentile
- The Assessment Committee will develop and implement an action plan for NAPLEX preparation by January 2020
- WUSOP graduates will exceed the national average on first time pass rates annually
- 100% of WUSOP graduates will secure job placement within 3 months of licensure

Link to University Strategic Plan

Priority 2 is aligned with two priorities from the University's strategic plan. The first priority from the University's plan is the development of a definition of student success and enhancement measures. The WUSOP faculty voted in Fall 2018 to begin a curricular revision, a reflection of the need to comprehensively address student success and to better prepare our students for the future of pharmacy. While the revision is focused on the curriculum, the process sparked an overhaul of the co-curriculum for overall program alignment. The revision process has led to increased conversations with key stakeholders across the University in an attempt to strategically develop new programs and increase the stackability of current programs.

The second priority from the University's plan that this priority is aligned with is the development of a definition of Wingate overall learning objectives. The School of Pharmacy has developed an advanced curriculum mapping system for program level outcomes. More recently, the WUSOP Assessment Committee developed a process for systematically analyzing outcome data to make programmatic and individual recommendations. The Chair of the Assessment Committee continues to work with the University to share best practices with outcome data, specifically about how to use ExamSoft.

Link to WUSOP Global Assessment Plan

Priority 2 is aligned with metrics from the WUSOP Global Assessment Plan in the following areas:

- Area 2.3: Retention
- Area 2.4: On-Time Graduation
- Area 3.1: Pre-APPE and APPE
- Area 3.2: Experiential Education
- Area 3.3: Student Assessment
- Area 3.4: Curricular Revision Progress

Strategic Priority 3:

Faculty, Staff, and Administration

Position faculty and staff to adapt to a continuously evolving environment to advance the profession of pharmacy



Initiative 3.1. Define a culture that reflects our mission, vision, and values

- State core program values
- Enrich communication
- Expand efforts for collegial appreciation and recognitions
- Increase accountability for collegiality



Initiative 3.2. Recruit and retain the highest quality staff, faculty, and administrators to accomplish the mission of the school

- Increase staff, faculty, and administrator retention
- Hire a Dean of Pharmacy and Associate Dean of Academic Affairs
- Optimize evaluation process
- Develop and maintain a succession planning process



Initiative 3.3. Create a continuous professional development program that promotes a culture of improvement

- Create an overall goal and vision statement for professional development program
 - Offer a variety of meaningful, authentic, development opportunities
 - Incorporate participant evaluation process for development programs
 - Support staff and faculty in their external professional endeavors
 - Create development opportunities to enhance morale and well-being
 - Facilitate engagement in university and WUSOP professional learning circles and labs
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Key Performance Indicators

STRATEGIC PRIORITY 3

PERIOD

2019-2022

CULTURE

- Hold individual listening sessions with all WUSOP faculty and staff by December 2019
- Host an annual day of gratitude to encourage ongoing and timely collegial recognition
- Finalize program values by Spring 2020

PERSONNEL

- Establish search committees for the Dean and Associate Dean positions
- Search committees will report out progress at least monthly at faculty and staff meetings
- Ensure personnel are replaced within 1 year of departure
- Maintain student to faculty ratio of 8:1
- Develop a succession plan by Spring 2020

PROFESSIONAL DEVELOPMENT

- Establish goal and vision statements by Spring 2020
- A refreshed, comprehensive professional development program will be initiated in Spring 2020

Link to University Strategic Plan

Priority 3 is not explicitly aligned with specific priorities with the University's strategic plan. Instead, priority 3 reflects a culmination of multiple University priorities, with an overarching goal of positively impacting the culture. Multiple leadership transitions within the School of Pharmacy coupled with the evolving state of pharmacy education has impacted the culture in recent years. As part of the School's strategic plan, the School seeks to define the desired values and work towards positively impacting the culture. This aligns with the work of the University. The University recently revamped the evaluation and goal setting process for staff members and is working to update a similar process for faculty. This process encourages one-to-one sessions to discuss professional and personal development plans for continual improvement.

Link to WUSOP Global Assessment Plan

Priority 3 is aligned with metrics from the WUSOP Global Assessment Plan in the following areas:

- Area 4.1: Recruitment and Retention
- Area 4.2: Teaching Ratios
- Area 4.3: Teaching and Pedagogy
- Area 4.4: Scholarship
- Area 4.5: Departmental Service
- Area 4.6: Faculty and Staff Services
- Area 5.1: Governance

Strategic Priority 4: Stakeholders

Cultivate partnerships with those who share our mission and vision



Initiative 4.1. Intentionally build and maintain strong, collaborative relationships across the University

- Create and foster opportunities for appreciation between WUSOP and WU
- Transparently communicate key components of operations
- Explore certificates, stackable credentials, and dual degrees



Initiative 4.2. Increase and enhance alumni engagement

- Maintain active Alumni Engagement Committee
- Maintain open and consistent communication with alumni
- Explore steps to formalize an Alumni Association



Initiative 4.3. Establish and advance sustainable external, value-added partnerships

- Enhance the visibility of the School of Pharmacy
- Develop strategies to intrinsically identify and foster synergistic relationships
- Integrate partners into the WUSOP community
- Collaborate with local and regional educational institutions to provide streamlined pathways and creative learning opportunities
- Pursue alliances that provide students and program with distinguished opportunities
- Serve as an influencer in the development of local communities



Initiative 4.4. Advocate for the advancement of the profession

- Foster a culture of advocacy
- Model a spirit of advocacy to our students
- Identify ways to infuse advocacy in the curriculum
- Actively engage local legislators to advance the profession



Initiative 4.5. Serve patients within our communities

- Promote optimized patient care throughout the program
 - Sustain a culture of patient advocacy
 - Serve local communities through outreach and philanthropy
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Key Performance Indicators

STRATEGIC PRIORITY 4

PERIOD

2019-2022

INTERNAL

- Host at least one day of discovery annually for internal university personnel
- Propose at least one new program (certificate and/or degree) annually

EXTERNAL

- Host at least one day of discovery annually for external community leaders and organizations
- Increase alumni participation in events by 5% annually
- Create a database of partnerships
- Increase external partnerships by 1 annually

PROFESSION

- Pursue meetings with key political leaders to advocate for the profession
- Quantify and report patient and community impact annually

Link to University Strategic Plan

Priority 4, much like priority 3, is not specifically aligned to one priority from the University's strategic plan. Instead, it reflects multiple elements of multiple priorities. Enrollment, financial planning, student success, and learning objectives are all influenced by internal and external partnerships. These partnerships are crucial for new initiatives, increased collaboration across the university, and continual improvement. The School seeks to be a leader within the university to break down perceived barriers to these partnerships by hosting a Day of Discovery for internal and external partners. The goal of such an event would be to increase awareness of the School's contributions to improving patient care. In turn, the School seeks to learn more from stakeholders about how to be a better partner.

Link to WUSOP Global Assessment Plan

Priority 4 is aligned with metrics from the WUSOP Global Assessment Plan in the following areas:

- Area 5.3: External Relations

Strategic Priority 5: Finances and Infrastructure

Procure resources for strategic growth



Initiative 5.1. Ensure the financial model creates stability for the SOP and university

- Ensure pharmacy budget aligns with university expectations
- Develop and propose an innovative tuition model
- Explore revenue-generating programs



Initiative 5.2. Continue to promote and enhance a culture of philanthropy

- Promote and encourage annual financial contributions to the school by staff, faculty, administrators, and alumni
- Educate and inspire students about the impact of philanthropy
- Attract financial contributions from external donors



Initiative 5.3. Ensure facilities, resources, and technologies are available, sufficient, and maintained

- Increase financial resources for educational, clinical, and scholarly endeavors
 - Expand biomedical informatics resources
 - Explore methods to improve technology integration
 - Investigate potential for facility improvements that support learning and community engagement
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Key Performance Indicators

PERIOD

2019-2022

STRATEGIC PRIORITY 5

FINANCES

- The total revenue will exceed 35% return on investment annually
- Pursue meetings with key university leaders to influence pharmacy budget
- Propose at least one new revenue-generating initiative annually
- Quantify and spotlight annual contributions by personnel and alumni
- Offer avenues by which students can exercise philanthropy

FACILITIES

- Pursue meetings with key university and community leaders to influence dining, housing, and social options for graduate students
- Develop resources for faculty on how to use classroom space creatively

RESOURCES

- A suite of resources to support students, faculty, and preceptors is made available annually

Link to University Strategic Plan

Priority 5 is aligned with one priority from the University's strategic plan: the development of a strategic financial planning framework. As the University experiences continued growth, developing a comprehensive, forward thinking financial framework is crucial for success and sustainability. The University depends on revenue generated from the graduate programs to propel the financial framework. As the School of Pharmacy continues to face declining student enrollment, an opportunity to explore other revenue-generating ideas and diversify the revenue stream exists.

Link to WUSOP Global Assessment Plan

Priority 5 is aligned with metrics from the WUSOP Global Assessment Plan in the following areas:

- Area 5.2: Budgeting and Human Resources
- Area 5.4: Infrastructure

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