

North Dakota State University
College of Pharmacy, Nursing, and Allied Sciences
Strategic Plan
2013-2016

CRITICAL ISSUE I

Secure sufficient financial, physical and human resources to maintain high quality teaching, research, practice, and service. **Person(s) responsible:** Dean **Target date:** On-going, progress report annually

Action steps:

1. Ensure appropriate resources to maintain accreditation and enhance College programs. **Person(s) responsible:** Dean **Target date:** on-going, progress report 9/2013
 - a. Increase the operations budget for the College to levels comparable to benchmark schools in pharmacy, nursing and allied sciences. **Person(s) responsible:** Dean; Administrative Council **Target Date:** on-going, progress report 9/2013
 - b. Monitor differential tuition and seek increases to meet program needs in pharmacy and nursing. **Person(s) responsible:** Dean **Target Date:** on going, progress report 9/2013
 - c. Monitor revenue from course fees to ensure that the new funding model which incorporates course fees into student tuition captures or generates equivalent revenue to support the program. **Person(s) responsible:** Dean **Target Date:** on going, progress report 9/2013
 - d. Monitor state and extramural budget sources including individual donor support and continuously seek increased financial support. **Person(s) responsible:** Dean; **Director of Advancement** **Target Date:** on-going, progress report 9/2013
2. Ensure adequate space for all components of the College. **Person(s) responsible:** Dean **Target date:** on going, progress report 9/2013
 - a. Create a master plan for additional College space including architectural designs for a new building addition or new building to support the future vision of a “College of Health Sciences” with School of Pharmacy, School of Nursing, School of Public Health, and School of Allied Health. Plan should include but not be limited to the following current needs and concerns. **Person(s) responsible:** Administrative Council **Target date:** 9/2014

- i. Plan for additional offices, classrooms, research labs and conference rooms as program needs dictate.
- ii. Redesign existing classrooms.
- iii. Redesign, repurpose, and refurbish Sudro Hall space once new University STEM classroom building is completed.
- iv. Investigate locations for college components to be housed outside of Sudro Hall.
- v. Seek enhancement and expansion of space for professional training laboratory which addresses and possibly integrates the following areas:
 - 1. Nursing simulation lab, skills lab, and assessment lab. **Person's responsible:** Dean; Associate Dean for Academic Affairs and Assessment; **Chair, Department of Nursing Target date:** 9/2013
 - 2. Concept Pharmacy. **Person's responsible:** **Chair, Department of Pharmacy Practice Target date:** 9/2014
 - 3. Phlebotomy lab. **Person's responsible:** **Program Director, Allied Sciences Target date:** 9/2014
 - 4. Interprofessional training of pharmacy, nursing, and allied sciences students. **Person's responsible:** **Associate Dean for Academic Affairs and Assessment;** Chair, Department of Nursing; Chair, Department of Pharmacy Practice; Program Director, Allied Sciences **Target date:** 9/2014
 - 5. Practice laboratory with services to real patients. **Person's responsible:** **Associate Dean for Academic Affairs and Assessment;** Chair, Department of Nursing; Chair, Department of Pharmacy Practice; Program Director, Allied Sciences **Target date:** 9/2014
- vi. Identify departmental space for Department of Allied Sciences. **Person(s) responsible:** Dean, **Program Director, Department of Allied Sciences Target date:** 9/2014

3. Develop and implement a college-wide process to annually update the College and department strategic plans. **Person(s) responsible:** Dean; Administrative Council **Target date:** 9/2013, annually thereafter
 - a. Using annual College Academic Roadmap, develop a priority funding sequence for additional faculty and staff that maximizes return on investment. **Person(s) responsible:** Administrative Council **Target date:** 9/2013
 - b. Tie College and department strategic plans to their respective accreditation standards. **Person(s) responsible:** Associate Dean for Academic Affairs and Assessment; **Department Chairs, Program Directors** **Target date:** 9/2013
4. Per the request of the Provost, devise and implement a faculty workload policy to ensure consistency of workload responsibilities (teaching, scholarship, research, practice, service, advising) among College faculty and to accurately reflect distribution of effort (DOE) of faculty. **Person(s) responsible:** Associate Dean for Academic Affairs and Assessment; Administrative Council **Target date:** 9/2013
5. Develop and implement a comprehensive faculty and staff development plan. **Person(s) responsible:** Associate Dean for Student Affairs and Faculty Development; Administrative Council **Target date:** 9/2014
 - a. Establish a faculty committee to work with the ADSAFD to devise a comprehensive faculty development plan to include, but not limited to the following:
 1. Formal faculty mentoring plan
 2. Faculty development in teaching and assessment
 3. Faculty development in scholarship and research
 4. Ongoing faculty development regarding current accreditation standards.
 5. Faculty development which focuses and encourages faculty to switch from non-tenure track to tenure track appointments
 6. An approach that clearly defines an expected timeline for non-tenure track faculty regarding promotion
 7. An approach for faculty development leave
 8. Faculty development certificate program in teaching and/or scholarship/research. **Person(s) responsible:** Dean **Target date:** 9/2013

CRITICAL ISSUE II

Position College curricula to be at the forefront for educating students in pharmacy, nursing, and allied sciences. **Person(s) responsible:** Dean **Target date:** on-going; progress report annually.

Action Steps:

1. Annually review the college curricula and other accreditation standards in accordance with accreditation and professional requirements and document findings and action taken in the annual assessment report(s). **Person(s) responsible:** **Associate Dean for Academic Affairs and Assessment;** Department Chairs; Program Directors **Target date:** On-going, annual report 9/2013 and every year thereafter.
2. Accelerate implementation of pharmacy curricular changes with a completion date of Fall 2014. **Person(s) responsible:** Associate Dean for Academic Affairs and Assessment **Target Date:** 9/2014
3. Improve the digital library resources in the NDSU University Library to ACPE accreditation standards. **Person(s) responsible:** Dean of Libraries **Target date:** 9/1/2013
4. Continue to refine and complete the curricular mapping project for the pharmacy program and evaluate the utility of E-Value software to manage the curricular mapping process. **Person(s) responsible:** Associate Dean for Academic Affairs and Assessment **Target date:** On-going, progress report 9/2013
5. Continue to refine and implement pharmacy, nursing and allied sciences assessment programs, including curricula effectiveness and student learning in accordance with accreditation and professional requirements. **Person(s) responsible:** **Associate Dean for Academic Affairs and Assessment;** Department Chairs; Program Directors **Target date:** On-going, progress report 9/2013
6. Enhance the quality of distance education courses offered in the college. **Persons responsible:** Course faculty; **DCE Instructional Design Faculty Position.**
7. Expand interprofessional education opportunities for all health science students. **Person(s) responsible:** Dean, **Associate Dean for Academic Affairs and Assessment,** Department Chairs, Interprofessional Education Committee **Target date:** On-going, progress report 9/2013

- a. Develop and implement a state-of-the-art interprofessional simulation laboratory which incorporates all health-related disciplines within the College and exposes students to real-life clinical practice. **Persons responsible: Associate Dean for Academic Affairs and Assessment; Department Chairs; Program Directors**
 - b. Develop a new interprofessional Community Health Science Track in the MPH program. **Persons responsible: Associate Dean for Academic Affairs and Assessment; Department Chairs; MPH Program Director**
8. Create a School of Public Health for Masters in Public Health Program. **Person(s) responsible: Dean; Department Chair; Director MPH Program**
Target date: 9/2014
- a. Implement combined PharmD/MPH program. **Person(s) responsible: Chair, Department of Pharmacy Practice; Director, MPH program** **Target date: 9/2014**
 - b. Based on available resources, determine the optimal number of specialization tracks for the MPH program. **Person(s) responsible: Director, MPH program** **Target date: 9/2014**
 - c. Add additional faculty to support increased enrollment in the MPH program. **Person(s) responsible: Director, MPH program** **Target date: 9/2014**
 - d. Use distance education to implement a national certificate program in Public Health. **Person(s) responsible: Director, MPH program** **Target date: 9/2015**
 - e. Provide all MPH core courses at NDSU. **Person(s) responsible: Director, MPH program** **Target date: 9/2014**
 - f. Seek accreditation of the Masters in Public Health program. **Person(s) responsible: Director, MPH program** **Target date: ASAP** according to PH accreditation guideline and policies. Progress report 9/2013.

CRITICAL ISSUE III

Advance research to accomplish the University's goals and the College's vision.
Person(s) responsible: Dean **Target date: On-going; progress report annually**

Action Steps:

1. Develop and implement systems of accountability to enhance scholarship and research within the College. **Person(s) responsible:** Administrative Council; Associate Dean for Student Affairs and Faculty Development; **Department Chairs** will lead this effort. **Target Date:** 9/2013
 - a. Each faculty member will have specific expectations relating to the scholarship of teaching, discovery, application and service in accordance with the workload policy of the College. **Person(s) responsible:** Dean; **Department Chairs.** Each department chair will have responsibility for his/her respective department. **Target date:** 9/2013
 - b. Increase publications as per Provost's goals. **Person(s) responsible:** Administrative Council. Each department chair will have responsibility for his/her respective department. **Target date:** On-going; progress report annually
 - c. Increase external grant and contract support as per Provost's goal and hire a dedicated grant budget manager at the College level. **Person(s) responsible:** Administrative Council. Each department chair will have responsibility for his/her respective department. **Target date:** On-going, progress report annually
 - d. Increase doctoral graduates as per Provost's goals. **Person(s) responsible:** **Department Chairs** **Target date:** On-going; progress report annually 9/2015
 - e. Establish Center for Cancer Research and a Center for Biomedical Research Enhancement (COBRE). **Person(s) responsible:** Chair, Department of Pharmaceutical Sciences **Target date:** 9/2014
 - f. Identify and establish collaborative and/or interprofessional research teams. **Person(s) responsible:** Department Chairs; **Chair, Department of Pharmaceutical Sciences will lead this effort.** **Target date:** 9/2014

CRITICAL ISSUE IV

Ensure the appropriate number, diversity and quality of student body enrolled in our undergraduate and graduate programs. **Person(s) responsible:** Dean **Target date:** On-going; progress report annually

Action step(s):

1. Expand graduate student applications and graduate student enrollment as per Provost's goals. **Person(s) responsible: Chair, Department of Pharmaceutical Sciences; Chair, Department of Nursing, Director, Masters in Public Health Target date: 9/2014**
 - a. Increase the number of graduate students in the following programs: in pharmaceutical sciences from 30 to 60; in nursing from 45 to 60; in public health from 14 to 50; as per Provost's goals. **Person(s) responsible: Chair, Department of Pharmaceutical Sciences; Chair, Department of Nursing; Director, Masters in Public Health program Target Date: 9/2014**
 - b. Collaborate with the College of Business to develop a proposal and plan for a new Master of Health Administration (MHA) degree program. **Person(s) responsible: Director, Allied Sciences; College of Business representative Target Date: 9/2014**
2. Enroll and maintain an optimal number of professional students based on accreditation standards, available resources, and needs of the profession, and ensure adequate teaching, advising, and career planning resources for pre-professional and professional students. **Person(s) responsible: Associate Dean for Student Affairs and Faculty Development Target date: On-going, annual progress report, 2013.**
 - a. Expand Nursing enrollment from 64 to 96 students per class. **Person(s) responsible: Associate Dean for Student Affairs and Faculty Development; Chair, Department of Nursing Target date: 9/2014**
 - b. Increase pharmacy applications through expanding recruitment efforts in North Dakota by establishing affiliation agreements with other North Dakota colleges and universities in order to enhance and diversify enrollments. **Person(s) responsible: Associate Dean for Student Affairs and Faculty Development Target date: 9/2014**
 - c. Maintain the quality of each academic unit's admitted students by using established admission and progression metrics. **Person's responsible: Associate Dean for Student Affairs and Faculty Development Target date: on-going, progress report 9/2013**
 - d. Within each academic unit (pharmacy, nursing, allied sciences) develop and/or refine recruitment processes that enhance the college's capability to attract and support qualified diverse students. **Person's responsible: Associate Dean for Student Affairs and Faculty Development Target date: on-going, progress report 9/2013**

- e. Ensure appropriate pre-professional advising and career planning by increasing advising staff to proper levels. **Person(s) responsible:** Associate Dean for Student Affairs and Faculty Development, Department Chairs, and Program Directors **Target Date:** 9/2013
 - f. Ensure appropriate professional student advising and career planning by maintaining adequate quality and quantity of advisor staffing levels. **Person(s) responsible:** Associate Dean for Student Affairs and Faculty Development, Department Chairs, and Program Directors **Target date:** 9/2013
3. Create a plan to use additional or existing services to enhance the opportunities for success of all students, with emphasis on disadvantaged, diverse, and disabled students. **Person(s) responsible:** Associate Dean for Student Affairs and Faculty Development **Target date:** 9/2013

CRITICAL ISSUE V

Ensure that all students, faculty and staff of the College demonstrate professionalism, ethical behavior and cultural competence. **Person(s) responsible:** Dean **Target date:** On-going; progress report annually.

Action step(s):

1. Implement a proactive approach to professionalism, ethics and cultural competence for students, faculty and staff. **Person(s) responsible:** Associate Dean for Student Affairs & Faculty Development; College Student Council **Target date:** 9/2013
 - a. Integrate cultural competence, professionalism and ethics across all college curricula. **Person(s) responsible:** Associate Dean for Academic Affairs and Assessment; College Curriculum Committees **Target date:** 9/2014
 - b. Develop and implement a means to assess student professionalism, ethical behavior, and cultural competence. **Person(s) responsible:** Associate Dean for Student Affairs and Faculty Development; Associate Dean for Academic Affairs and Assessment, Dean Student Liaison Committee **Target date:** 9/2014
 - c. Integrate the informal curriculum into the formal curriculum as a means to enhance student professionalism, ethical behavior, and cultural competence. **Person(s) responsible:** Associate Dean for Student Affairs & Faculty Development; **Associate Dean for**

Academic Affairs and Assessment; College's Curriculum Committees **Target date:** 9/2014

2. Expand interprofessional curricula that addresses professionalism, and ethical behavior, and cultural competence. **Person(s) responsible:** **Associate Dean for Academic Affairs and Assessment;** IPE Committee; College's Curriculum Committees **Target date:** 9/2013

Annual Review of Strategic Plan Process

Each year the College Administrative Council will undertake a thorough review of the College Strategic Plan. Prior to the annual review, individuals responsible for sections of the strategic plan will submit a progress or status report for their respective areas of responsibility to the Administrative Council. The Administrative Council will then review each section of the Strategic Plan to ascertain if the reviewed area has been completed, partially completed, or no work has been completed. The Administrative Council will then determine if the reviewed item should be maintained, modified, or deleted from the Strategic Plan. New priority areas may be added to the Strategic Plan when and where appropriate. Ideally, the College Strategic Plan annual review and updates should be aligned with the University's annual strategic planning and budget planning process.

After the Administrative Council annually reviews and updates the College Strategic Plan, the Department Chairs and Program Directors will be responsible for bringing any changes and updates to the College Strategic Plan to their respective Departments for faculty discussion and input. The Departments via the Chair/Program Directors will submit to the Administrative Council any additional recommendations for changes to the Strategic Plan from faculty for their consideration. Based on this feedback from Department faculty, the Administrative Council will develop a final updated Strategic Plan. The final updated Strategic Plan will then be submitted to the full faculty for review and approval at an all College faculty meeting. The Department Chairs/Program Directors will then use the updated College Strategic Plan for annually reviewing and updating their respective Department Strategic Plan to ensure alignment of the Department's Strategic Plan with the updated College Strategic Plan.

**Correlation between ACPE Areas of Concern requiring monitoring
and the College's Strategic Plan**

ACPE Area of Concern & Monitoring	Location in Strategic Plan where concern is addressed
Standard #2: Monitor for the initiation of a new Strategic Plan for 2012-2013	New plan developed and approved 3/2013. Annual updates referred to in Critical Issue I.3
Standard #3: Monitor for evaluation of programmatic assessment plan. Monitor for periodic self-assessments of compliance with accreditation standards	Critical Issue II.1 and 5 Critical Issue II.1
Standard #10: Monitor for full implementation of new curriculum	Critical Issue II.2 and 5
Standard #13: Monitor for completion of mapping of the pharmacy curriculum	Critical Issue II.4
Standard #15: Monitor for implementation of assessment plan.	Critical Issue II.1 and 5
Standard #16: Monitor for implementation of career counseling and improvement of pharmacy student advising Monitor for the evaluation of pre-pharmacy advising and allocation of appropriate resources as needed.	Critical Issues I.4 and IV.2.f Critical Issue IV.2.e and IV.3
Standard #24: Monitor for staff and faculty resource needs in the areas of pre-pharmacy advising, student advising, and experiential learning program.	Critical Issue IV.2.e and IV.3 Critical Issue I.4
Standard #27: Monitor for a review of a plan that addresses the College's space needs for teaching and scholarship, and corresponding resources to actualize that plan.	Critical Issue I.1.a through 2.a.v.5
Standard #29: Monitor for the availability of digital library resources in a more timely fashion.	Critical Issue II.3.
Standard #30: Monitor for the allocation for increased financial support to the College's budget to accomplish mission, vision and goals.	Critical Issue I. 1.a through d

**Correlation between College's Strategic Plan for 2012-2015
and the Provost's Objectives**

Provost's Objectives	College's Strategic Plan
1. Triple completed graduate applications – 3 years, Fall 2015	Critical Issue IV.1.a. through b
2. Double undergraduate applications – 3 years, Fall 2015	Critical Issue IV.2.a through d
3. Double enrolled PhD – 3 years, Fall 2015	Critical Issue IV.1.a
4. Double PhD awarded – 5 years, 2017	Critical Issue III.1.d
5. Increase faculty scholarship – 150% in 2 years.	Critical Issue III.1.a through c
6. Rebalance use of allocated, local and grant-derived support for graduate student stipends and tuition for use primarily for doctoral students.	Critical Issue III.1.c
7. As it makes sense, pursue directions and strategies that lead to self-pay (P/T and F/T) masters level students.	Critical Issue I.1.c , IV.1.a and b
8. Continue to increase per capita external grant expenditures at an annual rate of 2+%.	Critical Issue III.1.c