



# STRATEGIC PLAN 2019 - 2024

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Summer 2020

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## OUR MISSION-

"TO ADVANCE THE SCIENCE AND ART OF PHARMACY  
THROUGH INTERPROFESSIONAL EDUCATION, ACTIVE  
LEARNING, AND INNOVATIVE PATIENT CARE"



## **ACHIEVING OUR VISION**

We are passionate about the strategic planning process at CNUCOP. It is our opportunity to implement our ideas and achieve our vision in an actionable plan. Our vision is to become a nationally recognized leader in educating the next generation of pharmacists in integrated patient healthcare.

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## **GOALS OF OUR STRATEGIC PLAN**

To achieve this vision, we identified six strategic priorities:

1. A Culture of Open and Timely Communication
2. An Environment that Promotes Student Success
3. Increasing Research and Scholarship Capacity
4. A Transformative Educational Experience
5. Growth and Financial Stability
6. Improving the Retention of Qualified Faculty and Staff

## STRATEGIC PRIORITY 1: A CULTURE OF OPEN AND TIMELY COMMUNICATION

**Goal:** California Northstate University College of Pharmacy will provide a positive and inclusive environment to establish open and timely communication between all stakeholders.

Objective 1: Improve Communication between the College and the University Administration

- Ensure timely sharing of information from University Administration
- Optimize the Faculty Senate's role as a liaison between faculty and the University

Objective 2: Improve Communication between Students and the College

- Establish and maintain open channels for student communication
- Improve students' sense of ownership over communication

Objective 3: Improve Communication between Faculty and Students

- Develop a precise communication platform with students
- Improve communication pertaining to experiential education
- Establish a communication process for approving and announcing changes



Objective 4: Improve communication between faculty/staff and College Admin

- Develop a process for College updates and process changes
- Develop a process to share faculty and staff accomplishments

Objective 5: Improve Relationships between Preceptors and College

- Develop strong relationship with new and established sites
- Establish clear expectations for preceptors



## **STRATEGIC PRIORITY 2: AN ENVIRONMENT THAT PROMOTES STUDENT SUCCESS**

**Goal:** Over the next three to five years, CNUCOP will enhance student support services that follow best practices to foster a student's academic and personal success while building a strong rapport between students and CNUCOP Faculty and Staff

Objective 1: Improve Student Morale

- Codify a standardized process for collecting, interpreting, responding to student feedback
- Enhance resources and support for student success

Objective 2: Establish, Implement, and Assess a Student-Centered Career Development Program

- Create a curricular plan for career development and post-graduate training placement

Objective 3: Strengthen the Advisor/Advisee Relationship

- Improve the effectiveness of the Advisor Program

Objective 4: Enhance Health and Wellness Programming and Services for Students

- Improve the effectiveness of health and wellness programming and services for students through a college-level health and wellness committee

Objective 5: Enrich Co-Curriculum

- Refine and improve the co-curricular program



## STRATEGIC PRIORITY 3: INCREASING RESEARCH AND SCHOLARSHIP CAPACITY

**Goal:** Over the next three years, CNUCOP will institutionalize a support structure that promotes scholarship and research

Objective 1: Expand Infrastructure to Support Research and Scholarship

- Establish and/or expand clinical research practice sites
- Acquire software and databases

Objective 2: Develop a Diversified Strategy to Increase Number of Externally Funded Grants and Contracts

- Identify specific diverse funding sources
- Identify high yield areas of research and scholarship

Objective 3: Expand the Number of Collaborative Research Projects

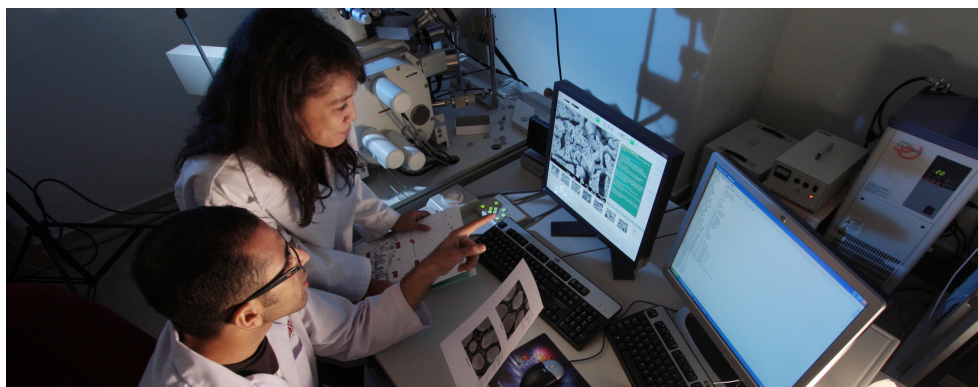
- Increase the number of internal collaborations
- Establish an external collaborator mechanism for SEED Grants

Objective 4: Increase Student Involvement in Research and Scholarship

- Increase the number of student research opportunities
- Increase student awareness of research and scholarship opportunities

Objective 5: Develop Strategies to Increase Research Productivity

- Increase the number and type of workshops
- Establish working groups that offer mentorship and support for research
- Incentivize faculty



## STRATEGIC PRIORITY 4: A TRANSFORMATIVE EDUCATIONAL EXPERIENCE

Goal: CNUCOP will provide an exceptional holistic experience that combines didactic knowledge with metacognitive skills to prepare students for clinical practice.

Objective 1: Understand and Improve the Student Experience in Experiential Education

- Conduct a qualitative study to the student experience
- Make recommendations to improve the student EE experience



Objective 2: Increase and/or Enhance Experiential Resources to Deliver an Education Experience that Prepares Students to be Successful Pharmacists.

- Identify and map student deficiencies in APPE rotations specific to PLOs
- Explore integrating students into Practicum sequences
- Enhance preceptor development through the Preceptor Advisory Council

Objective 3: Support the Development of Clinical Skills through Didactic Preparations skills

- Restructure the Practicum Series
- Expand the IPE program
- Develop metacognitive skills in students



#### Objective 4: Provide Training for Faculty and Staff via COP CTL and Faculty Orientation

- Provide In-house teaching and learning workshops
- Incentivize faculty to offer IPPE/APPE experiential experience
- Offer professional development workshops conducted by external speakers
- Develop Faculty mentorship programs focused on experiential preparation



## STRATEGIC PRIORITY: 5

### GROWTH AND FINANCIAL STABILITY

**Goal:** Over the next three to five years, California Northstate University College of Pharmacy will enhance its financial sustainability through strategic enrollment, diversified revenue streams, and enhanced marketing strategies.

#### Objective 1: Increase Recruitment Approaches and Applications

- Determine “key student decision factors” for selecting a college of pharmacy
- Enhance or redesign CNUCOP website to provide better user experience
- Develop and expand outreach opportunities
- Create incentives for Early Decision by student candidates
- Create a Pharmacology sequence in the CHS undergraduate program

#### Objective 2: Diversify Revenue Streams

- Develop certification offerings for the professional community
- Develop alumni outreach and giving programs

#### Objective 3: Establish Partnerships that Develop and Enhance Brand and Marketing Opportunities

- Create CAPPs advisory counsel
- Facilitate faculty participation in local and national associations

#### Objective 4: Explore Professional Marketing Assistance



## STRATEGIC PRIORITY: 6

### RETENTION OF HIGHLY QUALIFIED FACULTY AND STAFF

**Goal:** CNUCOP will secure its qualified faculty and staff by adjusting salaries, providing relevant professional development training and opportunities for growth.

**Objective 1:** Review current faculty and staff performance scales and appraisal process

- Create a system to communicate clear expectations and defined work load for staff
- Create individualized annual performance evaluations a
- Review and update the Faculty Promotion Policy
- Provide chairs with training on faculty professional development

**Objective 2:** Build a Culture of Career Development to Facilitate Faculty and Staff Career Growth

- Provide faculty and staff with growth opportunities and develop an evaluation and reward system
- Conduct annual dossier development training for faculty
- Provide annual staff training on career development

