Initiative #1: Faculty & Staff Recruitment, Development, Engagement and Retention

Goal 1.1: Develop and build on existing excellence in the recruitment and hiring process of staff and faculty

- Action Steps:
  - School administration will ensure School of Pharmacy-Worcester/Manchester (SOP-W/M) faculty and staff have access to and are trained on current Human Resources (HR) recruitment policies and procedures.
  - SOP-W/M Search Committees will provide potential employees with HR/benefit information during the interview process, (i.e. using non-live methods such as written materials, video, etc.).
  - SOP-W/M Search Committees will communicate with HR regarding appropriate publications for advertising/recruitment.
  - SOP-W/M will create a method for posting of current open positions for internal faculty and staff.
  - SOP-W/M will increase involvement of faculty and staff in the interview process.
  - SOP-W/M will create a staff orientation program.

Goal 1.2: Ensure optimal access to and utilization of technological advancements to enable teaching and learning

- Resources needed:
  - Training/faculty development programs on technological advances used in teaching that are timely, hands-on, and outcome oriented. Training should include global training and individualized instruction.

Goal 1.3: Provide support system for faculty with interest in seeking Sabbatical opportunities

- Action Steps:
  - SOP-W/M Departments of Pharmaceutical Sciences and Pharmacy Practice will develop plans for covering Departmental faculty workload during sabbaticals.
Goal 1.4: Provide opportunities for faculty assessment and continuous quality improvement to enhance course delivery and student learning.

- Action Steps:
  - SOP-W/M administration will maintain an adequate number of faculty positions.
  - SOP-W/M Departments of Pharmaceutical Sciences and Pharmacy Practice will develop processes that streamline current faculty workload to enhance efficiency.

Goal 1.5: Promote and support conference attendance for faculty & staff for professional development

- Resources needed:
  - Increase in travel reimbursement to allow for employee attendance to at least one relevant conference within their disciplines each academic year (covering airfare, registration costs, hotel, meals, and other travel-associated costs).
  - Provide enhanced opportunities and funding for staff to attend development programs annually.

Goal 1.6: Enhance communication between University and faculty/staff regarding faculty/teaching concerns

- Action Steps:
  - SOP-W/M will communicate to the University the need for planning, forethought, rationale, and a timeline for implementation of changes that affect faculty work/teaching (e.g., implementation of new software packages; introduction of new programs; changes to buildings, rooms, and office space).

Goal 1.7: Articulate the need for adequate facilities to fulfill strategic initiatives and Mission of the University

- Action Steps:
  - SOP-W/M will communicate needs to ensure appropriate research lab space, copier availability, storage space, classroom space and availability, testing facilities, office space, etc. to University administration.

Goal 1.8: Publish internal documents regarding scheduling and planning of SOP-W/M events

- Action Steps:
SOP-W/M Dean’s Office will review and distribute list of SOP-W/M events to faculty each quarter; including orientation, White Coat Ceremony, etc.

**Initiative #2: Student Retention, Development and Engagement, and Alumni Involvement**

**Goal 2.1: Utilize appropriate support services and state of the art instructional resources to ensure that students entering the University reach their full potential and graduate**

- **Action Steps:**
  - SOP-W/M will increase the number of Dean’s Forums to provide students with effective study strategies, up to date information on University policies, board passing rates, and other important information, as applicable.
  - SOP-W/M will encourage more contact between faculty advisors and students to increase the students’ sense of connection to the University.
  - SOP-W/M will encourage faculty to refer students of concern to Student Affairs, Counseling Services, or Academic Support Services, as needed.
  - SOP-W/M will promote enhanced communication between Academic Support Services and SOP-W/M faculty and staff.
  - SOP W/M faculty will collaborate with Academic Support Services to enhance the success of their academic advisees by clarifying/developing role of academic advisors, enhancing communication between Academic Support Services regarding advisee academic performance (transcripts), and training for faculty about advising to enhance continuity of messages provided to advisees.
  - SOP-W/M will invite a representative from Academic Support Services to attend monthly SOP-W/M faculty meetings.

**Goal 2.2: Provide professional, state of the art instructional resources to support student development**

- **Action Steps:**
  - SOP-W/M administrators, faculty and staff will collaborate with Information Services (IS) and MCPHS Online to provide students and faculty with resources required to incorporate new technologies and modalities.
  - SOP-W/M faculty will collaborate with IS staff and MPCHS Online for identification, evaluation, incorporation and assessment of technological advances to enhance educational activities and facilitate student learning.
Goal 2.3: Foster the skills and attitudes needed to become engaged as a student and as a future pharmacist

- Action Steps:
  - SOP-W/M will provide students with academic educational opportunities that offer a learner-centered teaching approach and enable students to apply information they have learned in the classroom in various experiential activities and setting.
  - SOP-W/M will provide, through the service learning program, experiences enabling students to provide community service through school-sponsored activity-based organizations.
  - SOP-W/M will encourage students to seek participation in professional meetings and conferences.
  - SOP-W/M will provide activities for the development of critical thinking skills (in and out of the classroom) throughout all courses in the curriculum.

Goal 2.4: Retain relationships and foster engagement with alumni

- Action Steps:
  - SOP-W/M will establish a means for SOP-W/M alumni to network with faculty, staff and other alumni using Internet Social Media Resources.
  - SOP-W/M will continue to offer academic/adjunct activities to alumni such as involvement in SOP-W/M courses and student events, as applicable.

Initiative #3: Curricular and Programmatic Effectiveness

Goal 3.1: To continue curricular development to ensure graduates meet institutional and professional core competencies

- Action Steps:
  - SOP-W/M will incorporate and evaluate communication skills throughout the curriculum, beginning with the fall semester of the first professional year and continuing through advanced pharmacy practice experiences.
  - SOP-W/M will continue to ensure that student learning outcomes and Center for the Advancement of Pharmaceutical Education (CAPE) outcomes are communicated effectively within course syllabi and evaluated throughout the curriculum.
  - SOP-W/M will evaluate and modify its curriculum to meet standards set forth by the Accreditation Council for Pharmacy Education (ACPE), other professional organizations, as well as the ever-changing profession of pharmacy.
  - SOP-W/M will continue to evaluate its curriculum and make modifications based on the resource requirements of its student body.
Goal 3.2: To foster the growth of existing and development of new Graduate and Post-Graduate education programs

Action Steps:
- SOP-W/M will continue to develop and modify the curriculum of the Pharmaceutical Sciences Graduate programs to meet the demands of academia and the biopharmaceutical industry.
- SOP-W/M will continue to work with biopharmaceutical companies to develop and support competitive industry fellowships.
- SOP-W/M will continue to foster faculty involvement with the development and support of pharmacy practice residencies and fellowships.
- SOP-W/M will work with academic departments to ensure that faculty responsibilities regarding the Pharmaceutical Sciences Graduate programs, industry fellowships, and pharmacy practice residencies and fellowships are appropriately outlined and evaluated each year.
- SOP-W/M will continue to promote student awareness of unique MCPHS University-affiliated opportunities following graduation, including pharmaceutical and clinical research, industry fellowships, and pharmacy practice residencies and fellowships.

Resources needed:
- Increase in research space for Graduate Studies Program;
- Procure continued funding for program budget from industry partners;
- Formalize the structure for the research and scholarly activities of Graduate Studies faculty;
- Dedicated budget for SOP-W/M graduate student education;
- Funding to support membership and travel related to faculty involvement with the American Association of Colleges of Pharmacy (AACP) special interest group for graduate education, American Society of Pharmacology and Experimental Therapeutics Division for Pharmacology Education, American Association of Pharmaceutical Scientists Career Center, Massachusetts Biotechnology Council, and NIH Institute for General Medical Sciences Pharm.D. Gateway program.
Goal 3.3: To foster the growth and development of new programs.

- Action Steps:
  o SOP-W/M will continue to explore opportunities to develop new programs that meet the demands of our students, the health care community, and the profession of pharmacy.
  o SOP-W/M will continue to work with MCPHS Online and the Provost’s Office to develop and seek support for new programs that meet the demands of our students, the health care community, and the profession of pharmacy.
  o SOP-W/M will continue to foster faculty involvement in the development of new programs.

Goal 3.4: To investigate, develop, and integrate opportunities for interprofessional education throughout the curriculum.

- Action Steps:
  o SOP-W/M will continue to explore opportunities (interschool, inter-consortium, and inter-institution) to develop interprofessional education and/or related programming to better prepare students to provide high-quality patient care in a variety of healthcare settings.
  o SOP-W/M will investigate opportunities/programs provided by professional organizations (i.e., AACP, American College of Clinical Pharmacy [ACCP]) that would foster and support interprofessional education at MCPHS University.
  o SOP-W/M will encourage student and faculty interprofessional education by creating scholarly collaboration and structured dialogue opportunities with other healthcare programs offered at MCPHS University.

- Resources needed:
  - Funding for travel/registration to participate in identified programs.
  - MCPHS University designated days and space specifically for IPE across all programs.
  - Funding for experiential faculty training on interprofessional student collaboration.
  - Funding to educate faculty on interprofessional education (IPE) (i.e. speaker).

Initiative #4: Community Outreach and Partner Development

Goal 4.1: Develop a comprehensive model to support the enhancement of student learning experiences on Intermediate Pharmacy Practice Experiences (IPPEs) and Advanced Pharmacy Practice Experiences (APPEs) with faculty and adjunct preceptors

- Action Steps:
o SOP-W/M will offer online access for continuing education, grading tools, library resources, and evaluation forms for faculty and adjunct preceptors to enhance student learning.
o SOP-W/M will implement a system of dissemination of educational opportunities and accomplishments of students, faculty and preceptors to the University (i.e., newsletter).
o SOP-W/M will identify opportunities and increase collaborations with external partners.

• Resources Needed:
o Continued subscription to Pharmacist Letter Preceptor for all faculty and external preceptors.
o Continued licensure agreement with RxPreceptor with online access to all preceptors for grading and evaluative purposes.

Goal 4.2: Develop opportunities to advance the Pharmacy Outreach Program

• Action Steps:
o SOP-W/M will help increase awareness of Pharmacy Outreach within MCPHS University, the local community, and the state.
o SOP-W/M will continue to support Pharmacy Outreach in providing community outreach programs for the residents of Massachusetts, health care providers and caregivers on best practices to improve patient care.
o SOP-W/M will assist Pharmacy Outreach in:
  o Promoting Outreach services to all MCPHS University students;
  o Enhancing outreach to the local community and professional organizations;
  o Linking to government and industry to enhance public awareness of important healthcare issues.

Goal 4.3: Maintain an environment that encourages community service from students, faculty and staff to stimulate lifelong civic engagement

• Action Steps:
o SOP-W/M will work with the Office of Service Learning to maintain and develop service learning programs that provide services to individuals and partners in the community and enhance educational opportunities for our students.
o SOP-W/M will work with the Office of Service Learning to maintain and develop partnerships with organizations in the community where our students, faculty and staff can provide service, and where students can learn by reflecting on their service.
SOP-W/M will support continued civic engagement, leadership, and public service of our students.
SOP-W/M will encourage continued collaboration between the Office of Service Learning and Community Engagement and the Student Activities Coordinator.
SOP-W/M will work with the Career Services Office in Worcester/Manchester to assist students in identifying public service career opportunities.

Initiative #5: Enhanced Research and Scholarship Development

Goal 5.1: Create a culture that fosters increased productivity and excellence in pursuing grant opportunities
Action Steps:
- SOP-W/M will promote services that increase faculty awareness of grant opportunities via COS Pilot, ScanGrants and Grants.gov.
- SOP-W/M will develop a Grant/Scholarship Review Committee to provide optional review of grant proposals prior to submission.

Resources Needed:
- Increased FDC workshops on automatic grant feeds, grant writing and grant management.

Goal 5.2: Create opportunities that promote educational research and scholarship for students and faculty
Action Steps:
- SOP-W/M will promote increased faculty involvement with the SURF program.
- SOP-W/M will continue to support participation of the Pharmaceutical Sciences faculty in the Graduate Program.

Goal 5.3: Create an environment that fosters excellence in the scholarship of research
Action Steps:
- SOP-W/M will develop a Grant/Scholarship Review Committee to provide optional review of manuscript proposals prior to submission.
- SOP-W/M will provide greater intramural funding opportunities for both junior and senior faculty members.
- SOP-W/M Deans and Department Chairs will encourage sabbatical applications devoted to research.
Resources needed:
  ○ Expand Faculty Development Committee (FDC) criteria to enhance eligibility of all faculty ranks.

Goal 5.4: Increase collaboration between the Departments of Pharmacy Practice and Pharmaceutical Sciences to exchange expertise and resources

Action Steps:
  ○ SOP-W/M Departments of Pharmaceutical Sciences and Pharmacy Practice will disseminate department brochures to all SOP-W/M faculty.
  ○ SOP-W/M will provide a mechanism for developing and accessing shared documents on individual faculty interests/areas of expertise.
  ○ SOP-W/M will promote faculty scholarship/research via the Fast Movers newsletter.
  ○ SOP-W/M will continue to support Pharmacy Academic Leadership Support (PALS) programming (i.e., Faculty Research Seminar, FANS, Faculty Roundtables).