

Drake University
College of Pharmacy and Health Sciences
Strategic Plan for 2004–2008

I. Mission

The College of Pharmacy and Health Sciences provides an intellectually stimulating learning environment with collaborative learning among students, faculty, and staff. Graduates are liberally educated professionals who are dedicated to serving their patients, their profession and their community. The College emphasizes excellence and leadership in professional education, service, and scholarship.

II. Vision

The College of Pharmacy and Health Sciences will continue to be recognized for its innovation, demonstrating continuous quality improvement in teaching, scholarship and service, while boldly pursuing opportunities for breakthrough achievements within those same arenas. The College will uphold its tradition of preparing individuals to meet the expectations and challenges of health care practices, providing a balance between foundational scientific, socioeconomic, and practice theories along with meaningful, exemplary practice opportunities. Further, the College will fulfill its obligation to advance the level of health care knowledge and practice through scholarly endeavors, incorporating the efforts of all who define its learning communities and embracing the scholarly functions of discovery, innovation, application, and teaching.

In order to accomplish this mission and vision the following goals, objections and action steps were identified.

III. Strategic Goals

Goal 1: Maintain excellence through innovative academic programs and professional practices

Objective 1.1 Achieve national acclaim for entrepreneurial leadership

1.11 Develop entrepreneurial leadership expertise in the faculty

1.11.1 Support attendance of faculty at entrepreneurial leadership conferences

- Team attending USASBE meeting – January 2005 (5 faculty/1staff); January 2006 (5 faculty); January 2007 (5 faculty); January 2008 (3 faculty)
- Syracuse Experiential Classroom – September 2005

1.11.2 Provide faculty development workshops at College

- Faculty Development Session –February 11, 2005 (M. Morris)

1.12 Develop curricular outcomes for entrepreneurial leadership

1.12.1 Educational outcomes developed and approved by faculty –
[proposed outcomes developed, in progress](#)

- 1.13 Integrate entrepreneurial leadership into all programs/majors
 - 1.13.1 Identify entrepreneurial leadership outcomes in curricular map – [in progress](#)
 - 1.13.2 Issues in Health Sciences III – Entrepreneurial Leadership approved by faculty – November 2006
- 1.14 Develop curricular and co-curricular coursework and/or experiences in entrepreneurial leadership
 - 1.14.1 Collaborate with CBPA for pharmacy participation in Entrepreneurship Day – 2006; 2007
 - 1.14.2 Entrepreneurship in Research and Product Development
 - Faculty (1) and student (3) participation in PCCA Compounding Training – December 2006
 - Summer research internship for 3 students in product development – Summer 2007
 - Student/faculty research stipends offered in collaboration with DUSCI – Summer 2007
 - 1.14.2 Drake’s Annual New Top Entrepreneur Competition initiated Spring 2007
 - 1.14.3 Encourage NCPA to participate in business plan competition – May 2007 participation
 - 1.14.4 Develop proposal for entrepreneurial leadership summer internship program
 - Letter of intent submitted to NACDS for chain community pharmacy summer internship program – September 2007
 - Full proposal submitted to NACDS for chain community pharmacy summer internship program – November 2007
 - Proposal for independent community pharmacy summer internship program – [on-going](#)
 - 1.14.5 Identify APPE that can provide experiences emphasizing entrepreneurial leadership – [on-going](#)
 - Develop list of preceptors/sites that have demonstrated innovation and entrepreneurship
 - Develop preceptor program outlining how to incorporate innovation/entrepreneurial activities into practice and APPE – [community based program in development AY 2007-2008](#)
 - Develop talking points for faculty/advisors when discussing rotation opportunities with P3 students
- 1.15 Enhance entrepreneurial leadership skills in practitioners
 - 1.15.1 Develop webpage focusing on entrepreneurial leadership
 - Entrepreneurial leadership proposal presented to NAB – April 27, 2005
 - Entrepreneurial webpage proposal developed and funded – May 1, 2005

- Concept for web page formalized and approved with Spindustry – July 25, 2005
- DELTA Rx logo developed and copyrighted – 2005-2006
- Credit card processing for purchases completed – Fall 2005
- DELTA Rx web page launched – October 2005
- Review process for web site materials implemented – Spring 2006
- Discussion board added to website to enhance interaction between practitioners – Fall 2007

1.15.2 Educational opportunities for practitioners developed

- Shaping your Pharmacy Future, a strategic leadership business development course for practicing pharmacists – 2001, 2002, 2003
- Sponsored special session entitled “Entrepreneurial Spirit in the Pharmacy Curriculum” at AACP – July 2004
- Co-sponsored Community Pharmacy Management Conference with IPA – 2004; 2005; 2007
- Sponsored two special sessions about Entrepreneurial Leadership at AACP annual meeting – July 2006
- Sponsored special session at AACP Annual Meeting on development of entrepreneurial leadership minor – July 2007
- Shaping Your Pharmacy Future transitioned from live to web-based certificate program. – Summer 2007
- Community Pharmacy Management Conference – 2005, 2007
- Invitation to plan and participate in one day pre-session on entrepreneurial leadership prior to AACP Interim Meeting – [February 2008 in process](#)

1.16 Market college activities and accomplishments in entrepreneurial leadership

1.16.1 Exhibit DELTA Rx at professional meetings

- National Community Pharmacy Association – 2005: Annual Meeting
- Iowa Pharmacy Association – 2006: Annual Meeting, Hospital Pharmacy Management Conference, Young Pharmacists Leadership Conference; 2007: Exposition, Annual Meeting, Young Pharmacists Leadership Conference, Community Pharmacy Management Conference
- American Association Colleges of Pharmacy – 2006 Annual Meeting; 2007 Annual Meeting
- American Pharmacists Association – 2006 Annual Meeting; 2007 Annual Meeting

1.16.2 Develop publications to market entrepreneurship efforts

- Innovations brochure – Spring 2006
- DELTA Rx Newsletter launched – Fall 2006

1.16.3 Obtain visibility via recognition by professional newsletters and websites

1.16.4 Internally market DELTA Rx to students

- Student participation on workgroup – AY 2006-2007

- Newsletter developed to emphasize student interests – [Fall 2007 in progress](#)

1.17 Acquire resources to support entrepreneurial leadership initiatives

1.17.1 Enhance visibility of entrepreneurial leadership efforts with alumni and other stakeholders

- Entrepreneurial leadership proposal presented to NAC – April 27, 2005
- DELTA Rx launched to NAC – October 2005
- Innovations brochure distributed to all alumni with Drake Blue – March 2006
- Periodic updates on Entrepreneurial Leadership efforts in Drake Blue, eBlue and College cover wrap – [ongoing](#)
- AACP Newsletter article - 2006

1.17.2 Submit proposals to various stakeholders including foundations and other funding agencies

- Annual Hartig Community Pharmacy Entrepreneurship Development Award – February 2005, 2006, 2007
- Primary partner on AACP/NCPA Kaufman planning grant funded – AY 06-07
- NCIIA grant proposal for development of interdisciplinary program in entrepreneurial leadership – \$29,000 funded August 2006–July 2008
- Community Pharmacy Foundation grant submitted to promote DELTA Rx Institute at state, regional and national levels – \$40,000, April 2007
- Iowa Values Fund grant submitted to promote entrepreneurship in compounding and new product development – \$67,000 received November 2006; second year funding request submitted October 2007.
- Wal-Mart proposal for sponsorship of Drake's Next Top Entrepreneur Competition – Funded \$5,000/yr for 3 years; October 2007
- Wal-Mart proposal for sponsorship of Leadership Development Series – Funded \$10,000/yr for 3 years; October 2007
- NACDS proposal to fund summer internship program with chain pharmacy organizations – submitted November 2007

1.17.3 Identify partnerships in entrepreneurial leadership initiatives

- In collaboration with Senior Advancement Officer, develop list of foundations, retailers, vendors, and alumni with interest in entrepreneurial leadership – [ongoing](#)
- DUSCI collaboration on undergraduate research opportunities and summer research stipends – 2006 [and ongoing](#)
- CBPA collaboration on entrepreneurship education – [ongoing](#)

1.18 Develop collaborative initiatives with College of Business and Public Administration

1.18.1 Develop collaborative educational initiatives building on entrepreneurship major and Center for Professional Studies

- Entrepreneurial Leadership Minor Curriculum developed – Spring 2007

- 1.18.2 Collaborate on funding opportunities for enhancement of entrepreneurship efforts
- NCIIA grant proposal for development of interdisciplinary program in entrepreneurial leadership – \$29,000 funded August 2006–July 2008
 - Develop proposal for endowed chair in entrepreneurship – [ongoing](#)

Objective 1.2 Achieve university recognition for our interdisciplinary and collaborative learning programs

1.21 Explore new concentrations and programs that will emphasize interdisciplinary learning.

1.21.1 Biomedical Sciences

- Strategic Initiative Proposal for Biomedical Science degree developed and approved – February 2005
- Biomedical Sciences Task Force initiated – May 2005
- Attendance of Task Force members at Interprofessional Education Conference – September 2005
- Health Sciences Proposal approved by BOT – April 2006
- Curriculum for Health Sciences tracks approved – November 2006
- SIP for new admission liaison position approved – February 2007
- Operating budget enhancements received for health sciences degree – June 2007
- First students enrolled in program – August 2007
- Full-time faculty position requested and approved – Fall 2007

1.21.2 Concentrations for PharmD program

1.21.3 Dual Degree Opportunities

1.21.4 Collaborating with CBPA on entrepreneurial minor

1.22 Market college interdisciplinary and collaborative activities to University cabinet and members of the Senior Advisory Council

Objective 1.3 Achieve University and national recognition for the quality of our academic programs

1.31 Outline process for developing and maintaining curriculum map for all programs/majors

1.31.1 Pharmacy Program

- Standardized course syllabus and course change procedure implemented – AY 2004-2005
- Curricular mapping and assessment software implemented – AY 2004-2005

- Focus groups completed to obtain assessment data on curriculum – Spring 2005
- AAC provided themes of curricular issues for consideration – April 2005
- Accreditation Status extended to full period – June 2005
- AACP Institute attended by team of 5 faculty – May 2005
- Curricular Retreat planned and completed – August 2005
- Marketing and communication plan developed and finalized – June 2005
- Webpage reconstructed and implemented – July 2005
- AACP Poster on Supplementing Curricular Mapping – July 2007

1.31.2 Health Sciences Program

- Educational goals established and approved – AY 2005-2006
- Educational goals mapped to courses – AY 2006-2007

1.32 Develop assessment process that results in continuous quality improvement of academic programs

1.32.1 Pharmacy Program

- Process maps developed AY 2005-2006
- IDEA Center Course Evaluation System Fall 2004

1.32.2 Health Sciences Program

- Revised College to incorporate outcomes measure for Health Sciences Program AY 06-07
- Extended

1.33 Achieve and maintain full accreditation for pharmacy program

- Interim Report filed – November
- Focus Visit delayed by ACPE by 1 year
- Accreditation Status extended to full period – June 2005

1.34 Develop commitment to cultural competence

1.34.1 Develop faculty who are culturally competent at dealing with the learning needs of diverse populations of students

- ##### 1.34.1.1 By 2006-2007, each CPHS faculty member will develop a personal diversity plan to assist them with becoming competent at meeting the learning needs of diverse populations of students
- Communicate committee's definition of diversity to all faculty at annual faculty retreat – May 2005
 - Create faculty development workshops – USC cultural competency workshop (2 faculty), On-campus cultural competency workshop 2006; AACP Institute (5 member team) January 2006
 - Distribute information about learning opportunities in cultural competency and diversity - [ongoing](#)
 - Create criteria for diversity plan – AY 05-06
 - Create tracking method to document diversity plans
 - Track diversity plans - [not completed](#)
 - Encourage faculty to undertake sabbatical research in diversity rich environments - [ongoing](#)

- 1.34.1.2 By AY 2006-2007 we will develop opportunities for faculty exchange program with partner university with diverse student body
 - Develop exchange agreement – University exchange agreement with China completed (2005; revised 2007); College draft agreement produced (2006)
 - Promote exchange to faculty: 1 exchange in China (summer 2005); – [ongoing](#);
 - Arrange housing sites for faculty on exchange – [ongoing](#)
 - Discuss with Howard University – initial contact 2005; visit to University Fall 2007 - [ongoing](#)
- 1.34.1.3 By 2006-2007, appoint rotating faculty to Dean’s Student Advisory Council to discuss diversity issues as required
 - Develop criteria for faculty appointment – [not completed](#)
 - Seek expressions of interest from faculty – [not completed](#)
 - Appoint faculty to council – [not completed](#)
- 1.34.2 Develop pharmacy students who are culturally competent at dealing with pharmaceutical care needs of diverse populations of patients
 - 1.34.2.1 By AY 2006-2007, each incoming student will be assisted in developing a personal diversity plan to help them become competent at meeting the health care needs of diverse populations of patients
 - Develop cultural competency learning outcomes for students – AY 2005-2006
 - Develop competence tracing system for student cultural competency – [not completed](#)
 - Develop proposal for academic affairs committee
 - Requirement for diversity rotation approved by faculty – AY 2005-2006; implemented AY 2006-2007
 - Faculty advise students of curricular and clerkship options to become culturally competent - [ongoing](#)
 - Track students compliance and share results
 - Increase use of minority pharmacists and non-pharmacists as clerkships – [in progress](#)
 - 1.34.2.2 By AY 2006-2007, develop opportunities for clerkship exchange program with partner universities with diverse student body
 - Make Drake rotations available to partner school and vice versa – [in process](#)
 - Develop exchange agreement – [in process](#)
 - Promote exchange to students – international experiences and diversity rotations promoted – [ongoing](#)
 - Obtain housing sites for students on exchange - [ongoing](#)
 - 1.34.2.3 By 2006-2007, faculty in class teaching examples will include examples of diversity when possible and

educationally feasible and with due considerations for academic freedom.

- Work with faculty teaching Deans Hour, IPPE to explore diversity increasing opportunities – [ongoing](#)
- Increase use of minority pharmacists and non-pharmacists in the classroom – [ongoing](#)
- Develop means to track curricular changes that improve classroom diversity competences – Annual reports from committees and faculty meetings

- 1.34.2.4 By 2006-2007, all clerkship students will have the opportunity to care for diverse populations of patients
- Perform diversity audit of clerkship sites – completed 2005-2006
 - Establish “diversity requirement” for APPE if audit suggests it is possible – implemented 2006-2007
 - Work with faculty teaching clerkships to explore increasing diversity opportunities - [ongoing](#)
 - Increase use of minority pharmacists and non-pharmacists in clerkships - [ongoing](#)
 - Expand world wide clerkship experiences 2004 (); 2005(); 2006()
- 1.34.2.5 By 2006-2007, develop co-sponsorships among student organizations for speakers on diversity topics
- Identify off campus organizations to partner with
 - Identify on campus organizations to partner with
 - Identify CPHS organization to partner with
 - Consider tax implications for fund raising
 - Work with Pharmacy Day Committee to identify opportunities for diversity speakers – 2006 diversity speakers included in program
- 1.34.2.6 By 2006-2007, appoint “diversity rep” to Dean’s Student Advisory Council

Goal 2: Sustaining a diverse constituency that is marked by high achievement and diversity

Objective 1: Have a diverse student body marked by high achievement and professionalism

- 2.11 Develop and maintain a College Diversity Strategic Plan
- 2.11.1 An ad hoc College Diversity Committee appointed – Fall 2004
 - 2.11.2 College diversity plan completed – Spring 2005
 - 2.11.3 Updated college diversity strategic plan reviewed by faculty – Spring 2007
 - 2.11.4 Diversity Strategic Plan incorporated into College Strategic Plan – Fall 2007
- 2.12 Increase racial and ethnic diversity in the pharmacy student body 5% by 2009-2010
- 2.12.1 Begin outreach program to Des Moines School Board and Community Colleges – [not completed](#)
 - 2.12.2 Create minority scholarship program – proposal presented to donor 2005; visit to donor in Fall 2007 - [ongoing](#)
 - 2.12.3 Contact Dean of Students at Local high schools and community colleges – [not completed](#)

- 2.13 Increase racial and ethnic diversity in the faculty
 - 2.13.1 By 2007-2008 create a minority faculty recruitment program
 - 2.13.2 By Fall 2006, develop CPHS “Shadow a Pharmacy Professor Program” for local high school and community college students – **not completed**
 - 2.13.3 By Fall 2005, increase CPHS presence at local high school recruiting events
- 2.12 Develop and implement a College Honor Code – 2005

Objective 2: Have an outstanding faculty with a commitment to teaching, research, practice and service

- 2.21 Establish and recruit optimal faculty full time equivalents
 - 2.21.1 New faculty positions approved by Provost – 2004 (4); 2005 (2); 2006(1); 2007 (1)
- 2.22 Ensure fair and competitive compensation for all faculty
 - 2.22.1 CUPA benchmarks and individual faculty salary review completed annually by Associate Provost
- 2.23 Provide work environment conducive to balance between personal and professional life
 - 2.23.1 Provide opportunities for transition to part–time employment if possible
- 2.24 Provide environment and resources conducive to excellence and professional development
 - 2.24.1 Develop an infrastructure that provides and reward faculty development
 - Annual Hartig Faculty Development Award initiated – Spring 2005
 - Increase annual faculty development support – AY 2004-2005 \$1000; AY 2005-2006: \$1200; AY 2006-2007: \$1300; AY 2007-2008: \$1600; AY 2008-2009: \$2000 projected
 - Director of Faculty and Site Development established as College position – Fall 2004
 - Development of New Faculty Orientation Manual – 2005
 - Establishment of New Faculty Topic Series – 2005
 - Establishment of Faculty Research Forums – 2005
 - Establishment of Peer Review of Teaching for all new Instructors/Assistant Professors - 2005
 - 2.24.2 Develop a system for preceptor development that will support excellence in adjunct faculty
 - Establish partnership with Iowa Pharmacy Association and University of Iowa for continuing professional education/preceptor development (CEI) - 2005

- Upgrade position in Experiential Education Office from secretary to Academic Support Specialist with responsibilities in preceptor development-2006
 - Hire Academic Support Specialist for Experiential Education Office – January 2007
 - Establish on-line orientation program for Drake preceptors – 2007
 - Work with CEI to market preceptor development programs to other Colleges of Pharmacy - ongoing
- 2.25 Develop meaningful ways of recognizing faculty and staff contributions and accomplishments
- 2.25.1 Annual Hartig Distinguished Professor Award initiated – Spring 2005

Objective 3: Have an exceptional staff committed to the mission and vision of the College of Pharmacy and Health Sciences

- 2.31 Enhance staff support to meeting the growing needs – 5 FTE since 2005
- 2.21.1 Expanded staff by hiring a Budget and Office Manager and Director of Student Programs – 2005
- 2.21.2 Partnered with University to reposition Professional and Career Development Services Coordinator more prominently in the College of Pharmacy & Health Sciences (responsibilities and location)
- 2.21.3 Partnered with University to obtain dedicated Senior Advancement Officer located in the College
- 2.21.4 Reorganized Experiential Education Office to meet expanded curricular needs – 2006
- 2.21.5 Reorganized Deans support staff to reposition individuals to their areas of strength and to obtain administrative assistant for communication and assessment – 2006
- 2.21.6 Developed proposal for laboratory assistant – 2007
- 2.32 Develop coordinated and consistent system for staff development and performance
- 2.32.1 Initiate staff performance goal and evaluation process – 2005
- 2.32.2 Fully implemented staff performance goal and evaluation process
- 2.32.3 Developed baseline expectations for staff performance
- 2.33 Develop an engaged staff empowered to develop and improve their areas of responsibility
- 2.33.1 Maintain regular staff meetings to enhance communication and empower staff to address College issues (College – monthly 2005; Academic and Student affairs weekly 2006, Individual meetings with supervisors)
- 2.33.2 Involvement of staff in College initiatives

- College Retreats –2004 Strategic Planning Retreat; 2007 Self–Study Retreat
- Faculty Meetings – Exempt staff with responsibilities for academic and student affairs

Goal 3: Advancing Human Health through Scholarship

Objective 1: Be recognized by our peers for having an environment that stimulates and supports scholarship

- 3.11 Provide development support and opportunities to enhance scholarship
 - Support for faculty to attend grant workshops
 - Faculty forums established for communication and discussion of scholarship – 2005; ongoing
 - Initiated post-sabbatical seminar established for communication of scholarship
- 3.12 Enhance visibility of faculty scholarship
 - Work with Marketing and Communication for press releases to acknowledge significant publications, grants, clinical advances
 - Completion and publication of annual report of faculty scholarship
 - Enhance scholarship and research articles in publications (Drake Blue, eblue, cover wraps)
 - Establish process for marketing of publications and grants to AACP for inclusion in their newsletter

Goal 4: Securing an adequate resources

Objective 1: Develop and maintain stakeholders invested in the financial integrity of the College

- 4.11 Promote collaborative efforts of faculty and Institutional Advancement
 - 4.11.1 Enhance University level support for advancement efforts of the College
 - Formalize a development plan for College – January 2005
 - Obtain dedicated support of Senior Advancement Officer – January 2006
 - Identify office space for Senior Advancement Officer (SAO) within the college – April 2006; office space relocated with faculty – June 2006
 - Integrate SAO into operations for annual corporate support for College and student events – January 2007
 - Enhance operational budget support for advancement efforts – additional \$5,000/yr provided from Provost – 2006, 2007
 - 4.11.1 Develop system of regular communication between Senior Advancement Officer with College constituencies
 - Establish regular meetings with student groups including DSAC, Leadership Series, DRxUGS Board – initiated 2006; [ongoing](#)
 - Establish regular communications with faculty including individual appointments, attendance at faculty meetings, visiting practice sites – initiated 2006; [ongoing](#)

- Establish SAO as ex-officio member of National Advisory Council – 2006

4.12 Develop faculty commitment to seeking foundational grants

- 4.12.1 Support development efforts for faculty to enhance grant writing
- College supported faculty attendance at regional grant workshop; 2005 (6); 2006 (2)

- 4.12.2 Work with Business and Finance office to remove barriers
- Twelve month faculty allowed to use salary dollars for professional development – 2005

- 4.12.3 Establish a research incentive plan – **not completed**

4.13 Develop faculty commitment to development of innovative contracts with college stakeholders, private sector, and colleagues

- 4.13.1 Faculty practice contracts rewritten to include revenue sharing from practice initiatives – 2006-2007; **ongoing**

- 4.13.2 Develop practice incentive plans – **not completed**

4.13.3

4.14 Enhance external financial support of the College of Pharmacy & Health Sciences

- 4.14.1 Increase alumni support for the annual fund

- 4.14.2 Increase alumni members of the President's circle – 2005 (20% ↑)\

- 4.14.3 Enhance endowment support for the College

- Jorndt Scholarship gift of 2.5 million dollars – January 2005
- Jerry Karbeling Memorial Fund initiated with class of 1974 – Spring 2005; 2007 funding level (principal pledges)
- John R. Ellis Distinguish Chair of Pharmacy Practice 1.5 million dollars – September 2006-January 2007
- Mayhew Compounding Laboratory Endowment – \$200,000+ Nov. 2007

- 4.14.4 Enhance restricted gift support for the College

- Scholarship support 2004-2005 (\$103,800), 2005-2006 (\$150,000), 2006-2007 (298,700)
- Jay Langford restricted gifts for physical facilities \$100,000 – 2004
- Jay Langford restricted gifts for physical facilities 2006 (\$25,000); 2007 (\$25,000); pledged 2008 (\$25,000); 2009 (\$25,000)
- Larry and Sandy Mayhew restricted gift for establishment of compounding lab and residual endowment \$500,000 – Dec 2006
- Estate gift \$10,000 used for space renovation – Summer 2007
- Pharmacists Mutual support for hooding ceremony \$500 initial gift – Spring 2007
- Northwestern Mutual Financial Network- Support for graduation reception \$500 initial gift – Spring 2007
- White coat alumni gift program –Fall 2007 (\$3500)

- Walgreen support of white coat reception and P1 orientation (repositioned gift in light of White Coat Program) – \$5000 Fall 2007
- Wal-Mart support of Leadership development series and Drake's Next Top Entrepreneur Competition \$15,000/year for 3yrs – Fall 2007

4.14.5 Maximize support from current endowments

- Repositioned Byrl Benton Loan Fund to support scholarships of B.S. students and student research and travel – Fall 2005
- Revised Memorandum of Agreements to provide interest support when principal below original gift amount – Fall 2005

4.15.5 Enhance alumni relationships with the College of Pharmacy & Health Sciences

4.15.5.1 Enhance communication with Alumni

- Initiated Cover Wraps in conjunction with Drake Blue magazine – 2005
- Initiated eBlue – 2006
- Establish regular communication with Marketing and communications – 2006 (monthly)
- Alumni office liaison to College established – 2007
- Revise alumni page on College website – [in progress](#)

4.15.5.2 Enhance visibility and recognition of alumni awards

- Enhanced visibility and recognition for Weaver Medal of Honor (Lobby plaque, medals in shadowbox, lunch, enhanced invitation list and marketing) – 2005
- Revised procedures for Alumni Achievement Awards – 2005
- Enhanced Alumni Achievement Award recognition gifts – 2007
- Added Young Alumni Achievement Award – 2007

4.15.5.3 Increase number of alumni events and visits

- Establish annual schedule for alumni visits to major markets: 2005 (Dallas, Orange County, Chicago, Phoenix, Cincinnati); 2006 (San Diego, Chicago, Minneapolis, St. Louis, New Jersey, Washington DC, Dallas, Arlington, Peoria, Atlanta); 2007 (Dubuque, Orlando, Kansas City, Washington DC, Las Vegas, San Diego, Phoenix, Chicago, Milwaukee)
- Hold alumni receptions at APHA and ASHP – ongoing
- Enhance publication of alumni receptions at ASHP and APHA 2006 (Cover wraps, web page)

Objective 2: Enhance and maintain physical facilities that support the academic, student life, and scholarship needs of the College

- 4.21 Enhance laboratory and practicum space to meet the need of the current and future curriculum
- Langford Patient Care Classroom completed and dedicated – October 2005
 - Langford Sterile Products Laboratory completed and dedicated – October 2005
 - Mayhew Compounding Laboratory completed and dedicated – September 2007
 - Proposal for renovation of Pharmacy Practice Laboratory (Fitch 102) – under review by potential donor – November 2007
- 4.22 Enhance student life spaces available in the Cline, Harvey Ingham, and Fitch
- Student lockers added to the breezeway between Cline and Harvey Ingham – 2004
 - Electronic kiosks placed in student study areas (Cline lobby and basement) – 2005
 - Osco computer laboratory renovated and expanded (from 30 to 45 stations) – Summer 2006
 - Additional furniture along with table and chairs for student study added to Cline student study spaces (basement and lobby) – Fall 2007
 - Lighting in Cline lobby updated – December 2007
 - Fitch student resource room renovated and updated – January 2008
- 4.23 Enhance faculty offices and workspaces
- Provide updated furniture for faculty offices 2004 (3), 2007 (Assist Dean, 2 faculty)
 - Renovate space to establish a shared office space for two faculty – December 2007
 - Develop proposal for shared pharmacy practice office space – Spring 2007
- 4.24 Enhance staff offices and workspaces to improve efficiency and accommodate growing staff
- Renovated Experiential Education Office in Olin 2004
 - Established Dean Administrative Assistant Office Space – Summer 2004
 - Moved administrative waiting room to lobby and established workspace for Academic Support Specialist in Cline – 2005
 - Renovated Cline 118 for staff office – 2005
 - Renovated Cline 117 for staff office – 2005
 - Established office for Director of Student Services – Summer 2007
 - Reorganized copier workspace and mailbox system – Summer 2007
 - Provide independent access to storage area behind Cline 206 – Summer 2007
 - Renovated Fitch 105 for enhanced work efficiency – Summer 2007
- 4.25 Enhance technology equipment and infrastructure to support academic programs, student services and faculty scholarship
- 4.25.1 Enhance electronic library resources for teaching and scholarship
- Added Ovid databases for use by students and faculty – 2006
 - Enhanced full text books and journals available through library ongoing
 - Collaborated with Library for recruitment of Pharmacy/Science Librarian (approved fall 2006, position filled Summer 2007)

- Establish office space/hours for Pharmacy Science Librarian in the College.
 - Software maintained for support of curriculum in OSCO computer laboratory and Fitch 102 – Lexicomp, Facts and Comparisons, QS1 - annual
- 4.25.2 Provide for classroom/laboratory creation, renovation, and/or maintenance
- Upgrade of audiovisual technology in Cline 206 – Spring 2007
 - Provide DVD/VCR in Fitch 102 – Spring 2007
 - Upgrade of electronic classroom – HI 119 – Summer 2006
 - LCD projector replacement in HI 119 – Summer 2006
 - Replacement/report of technology in HI 102 (console, 2 new computers, LCD project, DVD/VCR) – Summer 2005
- 4.25.3 Provide software and hardware to support computer laboratories
- Replacement of 17 PC computer workstations, 2 MAC computer workstations, 4 HP Laserjet 4350 printers with duplexors in OSCO computer laboratory – Summer 2006
 - Laboratory Win2K3 Server Licensing – Spring 2007
 - Replacement of 17 PC computer workstations in OSCO computer laboratory – Summer 2005
 - Purchase of new laboratory server and appropriate software – Spring 2006
 - Norton Ghost for 30 laboratory stations – Spring 2006
 - Replacement of 6 computers in Fitch Pharmacy Dispensing Laboratory – Summer 2005
 - Purchase of 2 computers for student study spaces – Summer 2004
 - Replacement of 2 Macintosh computers in OSCO computer lab – Summer 2004
 - Implementation of system back-up for electronic resources – Summer 2004
- 4.25.4 Maintenance of hardware and software that support curricular programs
- DVCams Sony DCR-VX2100, tripods and cases; 1 VHS-C Camcorder and adaptor, tripod and case; 1 MiniDV Sony HD Palm corder, tripod and case; 1 Video Projector and case; 1 Multiformat Video Deck; 1 LCD Video Monitor, 2 wireless Mic systems and 1 MP3 recorder for support of videotaping of laboratory skills and professional presentations required in the curriculum – Spring 2007
 - 45 licenses of STATA/SE 9 Educational Lab software for Windows and 10 STATA/SE 9 Educational Lab software for Macs for use in social and administrative science curriculum and availability in computer laboratory – Spring 2007
 - Replacement of 2 PC computer workstations required in directing, administering and evaluating web- based senior capstone – advanced practice rotations – Spring 2007
 - Color LaserJet Printer to support production of color presentations and posters – Spring 2007

- Apple laptop to accompany LCD project for instruction in classrooms without technology – Spring 2007
 - LTO tape library purchased – Spring 2006
 - RAID Drives 250 Gb (x 2) 500 Gb (x 3) purchased – Spring 2006
 - True Outcomes Student Learning Management System maintained – AY 04-05, AY 05-06
 - ROI solution for experiential software program – AY 04-05
 - Chem Draw software to support PDA course sequence AY 04-05
 - Mathtype software to support calculations/pharmaceutics AY 04-05
 - Pharmacy server to support electronic teaching and learning resources AY 04-05
 - RAID Drive System – support direct to internet video applications in new patient care classroom – AY 04-05
- 4.25.5 Student help in support of academic technology – annual support
- 4.26 Acquire space and equipment to accommodate all faculty/staff in one building – **not completed**
- Participated in Master Planning for Science Buildings – 2005
 - Partnered with Arts and Sciences for development of Carver Foundation Proposal – 2005
 - Partnered with Arts and Sciences for funding and architect selection of Olin Hall Renovation – 2005
 - Proposed need FOR Cline Hall building addition as part of capital campaign

Objective 3: Achieve and maintain a diverse faculty who are committed to achieving excellence

- 4.3.1 Articulated recruitment process to enhance candidate pools diversity
- 4.3.2 Develop and maintain a College Diversity Strategic Plan
 - 4.32.1 An ad hoc College Diversity Committee appointed – Fall 2004
 - 4.32.2 College diversity plan completed – Spring 2005
 - 4.32.3 Updated college diversity strategic plan reviewed by faculty – Spring 2007
 - 4.32.4 Diversity Strategic Plan incorporated into College Strategic Plan – Fall 2007
- 4.3.3 Develop faculty development programs to enhance excellence (see Goal)

Goal 5: Enhancing our capabilities through increased efficiency and effectiveness

Objective 1: Gained University and national recognition of our continuous process improvement program

- 5.11 Development of policy and procedure manual for duties of each staff member – 2005, **ongoing**
- 5.12 Development of flowcharts to govern major college policies and procedures
 - New Reenrollment policy with flowchart – 2005

- Assessment Flowcharts – alumni survey, course evaluations’, naplex scores, peer teaching senior survey, promotion and tenure – 2005, 2006
- Experiential education quality assurance flowcharts – 2005

5.13 Seek recognition of efficiency and effectiveness through external review – **not completed**

5.14 Establish efficient process for archiving essential college data and information

5.14.1 Develop standard operating procedures for naming and archiving data – **in process**

5.14.2 Develop standardize approach for organization of information on server – **in process**