

STRENGTHS

I. Maintaining the strength of the current educational model.

Goal I.1: Ensure that all faculty understand the educational model, its origins, its development, and its implementation at the USNCOP.

Implementation Strategy	Timeline for completion	Responsible individual(s)	Outcome measure(s)	Priority level
Implementation Strategy I.1-1: Coordinate with broader University interests in the production of an orientation video (in conjunction with UPPRC).	2 years	<ul style="list-style-type: none"> • Dean 	<ul style="list-style-type: none"> • Video to facilitate new faculty orientation. • Faculty successfully complete assessment on educational model. 	Medium
Implementation Strategy I.1-2: Develop a handbook for new faculty to serve as a guide to the University's educational model, its origins, its development, and its implementation	1 year	<ul style="list-style-type: none"> • Faculty Development Committee 	<ul style="list-style-type: none"> • Handbook providing overview of the University's educational model. • Faculty successfully complete assessment on educational model. 	Medium
Implementation Strategy I.1-3: Identify activities whereby new faculty are immersed in the USN educational model immediately upon employment.	6 months	<ul style="list-style-type: none"> • Dean • Associate Dean for Academic Affairs • Faculty Development Committee 	<ul style="list-style-type: none"> • Identify new faculty activities (e.g. observe three Curriculum Committee meetings within first six months) 	High
Implementation Strategy I.1-4: Faculty Development Committee to reevaluate needs of new faculty.	6 months	<ul style="list-style-type: none"> • Faculty Development Committee 	<ul style="list-style-type: none"> • Identify mechanisms to support new faculty transition into USN's educational system. 	High

Goal I.2: Ensure that faculty have the support, tools, and foundations necessary to effectively implement the educational model.

Implementation Strategy	Timeline for completion	Responsible individual(s)	Outcome measure(s)	Priority level
Implementation Strategy I.2-1: Maintain faculty support through the PPRC budgetary request mechanism.	ongoing	<ul style="list-style-type: none"> • Dean • PPRC 	<ul style="list-style-type: none"> • PPRC review of applications and support of appropriate activities. 	High

Goal I.3: Ensure that students understand the educational model and are utilizing its educational support systems in their learning.

Implementation Strategy	Timeline for completion	Responsible individual(s)	Outcome measure(s)	Priority level
Implementation Strategy I.3-1: Continue to provide an overview at the student orientation that reinforces and expands upon what is described in the student catalog (pages 1 – 4 in the 2007 – 2008 catalog).	ongoing	Deans	<ul style="list-style-type: none"> • Student orientation program includes introduction to or reinforcement of keys to educational success. 	Medium

STRENGTHS

II. Maintaining the strength of the human capital and the interpersonal and intergroup relationships in the College.

Goal II.1: Make recruitment and retention of high quality faculty a continued priority.

Implementation Strategy	Timeline for completion	Responsible individual(s)	Outcome measure(s)	Priority level
Implementation Strategy II.1-1: Ensure all faculty are aware of how search committee members are appointed and codify search committee procedures.	6 months	<ul style="list-style-type: none"> Deans Faculty Search Committees 	<ul style="list-style-type: none"> Maintain faculty satisfaction with recruitment process and enhance transparency of operations. 	Medium
Implementation Strategy II.1-2: Maintain/improve the benefits package.	ongoing	<ul style="list-style-type: none"> COP Benefits Committee Member COP faculty 	<ul style="list-style-type: none"> COP faculty to provide specific concerns and ideas to COP Benefits Committee representative during faculty meetings. 	Medium
Implementation Strategy II.1-4: Maintain faculty development funds at current levels.	ongoing	<ul style="list-style-type: none"> Deans Faculty Development Committee 	<ul style="list-style-type: none"> Efficient use of faculty development expenditures. 	High

Goal II.2: Ensure that student recruitment and admissions processes are designed to select high-quality students.

Implementation Strategy	Timeline for completion	Responsible individual(s)	Outcome measure(s)	Priority level
Implementation Strategy II.2-1: Create subcommittee to identify indicators related to each instance of a student leaving the Program for academic reasons.	1 year	<ul style="list-style-type: none"> Admissions committee 	<ul style="list-style-type: none"> Report indicators identified and consider how this information could affect the selection process. 	Medium

Goal II.3: Continue to create opportunities for faculty-faculty, student-student, and faculty-student interactions between the two campuses.

Implementation Strategy	Timeline for completion	Responsible individual(s)	Outcome measure(s)	Priority level
Implementation Strategy II.3-1: Faculty-faculty interactions: Continue with yearly faculty retreat.	ongoing	<ul style="list-style-type: none"> • Dean • Associate Dean for Academic Affairs 	<ul style="list-style-type: none"> • Faculty-faculty interactions, particularly among faculty at different campuses. 	High
Implementation Strategy II.3-2: Student-student interactions: Continue to support student attendance to local and national meetings.	ongoing	<ul style="list-style-type: none"> • Dean • PPRC 	<ul style="list-style-type: none"> • Maintain current levels of student support to attend local and national meetings from College and University sources 	High
Implementation Strategy II.3-3: Student-student interactions: Create mechanisms that support student interactions between the Nevada and Utah campuses through co-participation in student organizations	ongoing	<ul style="list-style-type: none"> • Dean • Student organization leaders • Student organization advisors 	<ul style="list-style-type: none"> • At least one event per year. 	Low

Goal II.4: Ensure continuity of quality leadership through effective succession planning.

Implementation Strategy	Timeline for completion	Responsible individual(s)	Outcome measure(s)	Priority level
<p>Implementation Strategy II.4-1: Identify promising faculty to groom for leadership positions by providing them leadership training.</p>	<p>Ongoing (AACP Academic Leadership Fellows Program nomination March 2010)</p>	<ul style="list-style-type: none"> • Deans 	<ul style="list-style-type: none"> • Identify 1-2 to individuals per year for leadership training. • Identify leadership training opportunities for these individuals (e.g. AACP Academic Leadership Training Program) 	<p>Medium</p>

STRENGTHS

III. Maintain and promote the quality of the USNCOP pharmacy program.

Goal III-1: Communicate with and educate key internal and external constituencies (e.g. applicants, students, preceptors), about the successes achieved from the USNCOP educational model.

Implementation Strategy	Timeline for completion	Responsible individual(s)	Outcome measure(s)	Priority level
Implementation Strategy III.1-2: Consult with director of marketing to coordinate for enhanced communication of USNCOP achievements via print and electronic formats.	1 year	<ul style="list-style-type: none">• Dean• Director of Marketing	<ul style="list-style-type: none">• Positive stories in Connections Magazine• Increase number of Web hits.• Increase number of stories that reach local (NV and UT) and national media.	Medium

Goal III.2: Ensure that the curriculum supports continued successes with respect to NAPLEX passing results and employer satisfaction with graduates.

Implementation Strategy	Timeline for completion	Responsible individual(s)	Outcome measure(s)	Priority level
<p>Implementation Strategy III.2-1: Create task force responsible for monitoring any shifts in Naplex.</p>	ongoing	<ul style="list-style-type: none"> Associate Dean for Academic Affairs appoints task force. 	<ul style="list-style-type: none"> Implement appropriate actions in response to shifts in Naplex. Maintain high level of USN Naplex pass rates 	Medium
<p>Implementation Strategy II.2-2: Create subcommittee to survey preceptors regarding preparedness of USN students.</p>	1 year	<ul style="list-style-type: none"> Assessment Committee 	<ul style="list-style-type: none"> Identify any weaknesses (e.g. AACP Committee on Quality Survey). Define mechanisms to address weaknesses. 	High
<p>Implementation Strategy II.2-3: Create subcommittee to survey employers/potential employers on satisfaction of recent hires (all hires, not only USN).</p>	1 year	<ul style="list-style-type: none"> Assessment Committee 	<ul style="list-style-type: none"> Survey data used to assess satisfaction 	Medium

AREAS FOR IMPROVEMENT

IV. Strengthen experiential programs, experiential capacity, improve development of, and communication with preceptors.

Goal IV-1: Ensure that experiential programs personnel have the necessary support to execute its responsibilities effectively.				
Implementation Strategy	Timeline for completion	Responsible individual(s)	Outcome measure(s)	Priority level
Implementation Strategy IV.1-1: Assess the current staffing for the experiential program	Fall 2009	Deans IPPE/APPE Coordinators	<ul style="list-style-type: none"> • Workable ratio of students:staff • Manageable work load 	High
Implementation Strategy IV.1-2: Computerize all aspects of the experiential program	Spring 2010	IPPE/APPE Coordinators	<ul style="list-style-type: none"> • Online completion of all reports and assessments 	High
Implementation Strategy IV.1-3: Formation of Experiential Education Advisory Committee	Fall 2010	Deans IPPE/APPE Coordinators	<ul style="list-style-type: none"> • Review for program revision and enhancement 	Low

Goal IV-2: Increase interactions between preceptors and experiential programs personnel.

Implementation Strategy	Timeline for completion	Responsible individual(s)	Outcome measure(s)	Priority level
<p>Implementation Strategy IV.2-1: Conduct preceptor development programs</p>	Ongoing	IPPE/APPE Coordinators	<ul style="list-style-type: none"> • At least 4 programs offered per year • Preceptor feedback 	High
<p>Implementation Strategy IV.2-2: Develop a preceptor newsletter that is informative and educational distributed electronically</p>	Spring 2010	IPPE/APPE Coordinators	<ul style="list-style-type: none"> • Preceptor feedback 	High

Goal IV-3: Ensure that all preceptors understand the educational model, its origins, its development, and its implementation at the USNCOP.

Implementation Strategy	Timeline for completion	Responsible individual(s)	Outcome measure(s)	Priority level
<p>Implementation Strategy IV.3-1: Develop a fact sheet that details the development of the COP</p>	Spring 2010	Deans IPPE/APPE Coordinators	<ul style="list-style-type: none"> • Distribution of fact sheet to all preceptors 	High
<p>Implementation Strategy IV.3-2: Conduct preceptor training program focusing on educational philosophy during the initial phase of the program</p>	Ongoing	IPPE/APPE Coordinators	<ul style="list-style-type: none"> • Successful delivery of program 	Medium
<p>Implementation Strategy IV.3-3: Include history and educational philosophy in preceptor manual</p>	Fall 2010	IPPE/APPE Coordinators	<ul style="list-style-type: none"> • Inclusion of material 	Medium

Goal IV.4: Ensure that preceptors have the support, tools, and foundations necessary to effectively implement their responsibilities.

Implementation Strategy	Timeline for completion	Responsible individual(s)	Outcome measure(s)	Priority level
Implementation Strategy IV.4-1: Develop and conduct a preceptor's needs assessment	Fall 2010	IPPE/APPE Coordinators	<ul style="list-style-type: none"> • Preceptor needs are identified 	High
Implementation Strategy IV.4-2: Develop online preceptor feedback mechanism	Spring 2010	IPPE/APPE Coordinators	<ul style="list-style-type: none"> • View, assess and address comments and concerns • Maintain a log to record comments historically 	Medium

AREAS FOR IMPROVEMENT

V. Improving the scholarly output of COP faculty.

Goal V.1: Continue to incentivize scholarly activities.				
Implementation Strategy	Timeline for completion	Responsible individual(s)	Outcome measure(s)	Priority level
Implementation Strategy V.1-1: Support faculty attendance to meetings that they will be presenting at.	ongoing	<ul style="list-style-type: none"> • Deans 	<ul style="list-style-type: none"> • Maintain funding for faculty presenting at national meetings without using faculty development monies. 	High
Implementation Strategy V.1-2: Improve the utility of faculty development plans	ongoing	<ul style="list-style-type: none"> • Deans 	<ul style="list-style-type: none"> • Faculty implementation of Dean’s feedback/comments on development plans. 	High
Implementation Strategy V.1-3: Continue to support intramural funding for research.	ongoing	<ul style="list-style-type: none"> • Deans 	<ul style="list-style-type: none"> • Five high quality applications submitted per year. 	High
Implementation Strategy V.1-4: Encourage publication of manuscripts in peer reviewed journals in faculty development plans.	ongoing	<ul style="list-style-type: none"> • Deans 	<ul style="list-style-type: none"> • Faculty meet publication submission goals in faculty development plans annually. 	High

Goal V.2: Ensure that the necessary infrastructure exists institutionally to adequately support the mission of scholarship.

Implementation Strategy	Timeline for completion	Responsible individual(s)	Outcome measure(s)	Priority level
Implementation Strategy V-2.1: Develop task force to identify infrastructure needs (e.g. overhead, office of sponsored projects)	Spring 2010	Deans appoint task force	<ul style="list-style-type: none"> Needs identified and addressed. 	Medium

AREAS FOR IMPROVEMENT

VI. Impact of P/F grading system on competitiveness

Goal VI-1: Determine if the grading system negatively impacts students and if so, create a plan to overcome any detriment to students.

Implementation Strategy	Timeline for completion	Responsible individual(s)	Outcome measure(s)	Priority level
Implementation Strategy VI.1-1: Conduct study to identify issues with P/F system including surveying: <ul style="list-style-type: none">• recent graduates (particularly those in residency programs)• residency program directors.• other institutions that employ the P/F system.	2 years	Clinical faculty	<ul style="list-style-type: none">• Report of issues identified.	Medium

OPPORTUNITIES

VII. Opportunities for community outreach and involvement should be explored and cultivated.

Goal VII-1: Ensure that current community service and outreach efforts are recognized outside the college and university.

Implementation Strategy	Timeline for completion	Responsible individual(s)	Outcome measure(s)	Priority level
<p>Implementation Strategy VII.1-1: Create well-defined communication links between individuals and groups within the college of pharmacy to a central source that would communicate to University marketing and communications staff.</p>	Ongoing	<ul style="list-style-type: none"> • Deans • Advisors for student organizations 	<ul style="list-style-type: none"> • One community outreach story from the COP appears in each USN Connections magazine. • Newsworthy community outreach stories appear on USN-based electronic media. • Significant community outreach stories reach local/national media outlets. 	Medium.
<p>Implementation Strategy VII.1-2: Identify and apply for community outreach awards locally and nationally.</p>	Ongoing	<ul style="list-style-type: none"> • Deans • Advisors for student organizations 	<ul style="list-style-type: none"> • Two to five applications for community service awards submitted for consideration. 	Medium.

Goal VII.2: Coordinate efforts of student organizations with respect to community service.

Implementation Strategy	Timeline for completion	Responsible individual(s)	Outcome measure(s)	Priority level
<p>Implementation Strategy VII.2-1: Create a mechanism by which student organizations communicate plans for community service activities and projects to each other.</p>	Fall 2009	Student organization leaders Student organization advisors	<ul style="list-style-type: none"> • Student organization leaders' satisfaction with communication amongst themselves. • Conflicting community service projects are avoided. 	Medium
<p>Implementation Strategy VII.2-2: Create a joint community service project including all student organizations in conjunction with National Pharmacists Month (Oct)</p>	October 2009	Student organization leaders Student organization advisors Deans	<ul style="list-style-type: none"> • Service project is designed, created, funded, and implemented during October 2009 	High

Goal VII.3: Provide opportunities for the pharmacy community to become more involved in college activities

Implementation Strategy	Timeline for completion	Responsible individual(s)	Outcome measure(s)	Priority level
Implementation Strategy VII.3-1: Identify opportunities for the local pharmacy community to become involved in college activities.	6 months	Community outreach task force including Experiential programs staff, Assistant Dean of Clinical Programs, and Clinical Faculty	<ul style="list-style-type: none"> Identify 3-5 activities for involvement 	High
Implementation Strategy VII.3-2: Determine the interest level of the pharmacy community regarding involvement in the identified activities.	6 months	Community outreach task force including Experiential programs staff, Assistant Dean of Clinical Programs, and Clinical Faculty	<ul style="list-style-type: none"> Either positive or negative feedback from the pharmacy community 	High
Implementation Strategy VII.3-3: Establish a mechanism by which the interested pharmacy community is trained for the identified activity when required.	1 year	Course coordinators	<ul style="list-style-type: none"> Completion of training 	Medium
Implementation Strategy VII.3-4: Deliver live CE programs that bring pharmacists into USN facilities and highlight the expertise of USN faculty.	Ongoing	Dir of CE	<ul style="list-style-type: none"> At least 4 programs provided per year per campus 	High

THREATS

VIII. Protect the COP from potential future competition from other programs.

Goal VIII.1: Ensure that the quality of the USNCOP program is communicated effectively to potential applicants.				
Implementation Strategy	Timeline for completion	Responsible individual(s)	Outcome measure(s)	Priority level
Implementation Strategy VIII.1-1: Identify key quality indicators for dissemination.	August 2009	Deans Assessment Committee	<ul style="list-style-type: none"> 3-5 quality indicators identified 	High
Implementation Strategy VIII.1-2: Work with marketing to craft a communication strategy for potential students.	Dec. 2009	Assoc. Dean for Admissions and Student Affairs USN Director of Marketing	<ul style="list-style-type: none"> Quality indicators are published on the website. Quality indicators are communicated in University and College print materials. 	High
Implementation Strategy VIII.1-3: Incorporate message regarding quality indicators into applicant interview day orientation.	Oct. 2009	Assoc. Dean for Admissions and Student Affairs	<ul style="list-style-type: none"> Quality indicators are included in print materials that applicants receive on interview day. Quality indicators are presented verbally to applicants on interview day. 	High

Goal VIII.2: Ensure that the tuition and fee structure for the USNCOP remains competitive.

Implementation Strategy	Timeline for completion	Responsible individual(s)	Outcome measure(s)	Priority level
Implementation Strategy VIII.2-1: Survey peer pharmacy schools' tuition and fee schedules.	Prior to Dec. Board Meeting in which tuition and fees are set annually	Associate Dean for Admissions and Student Affairs Deans	<ul style="list-style-type: none"> • USNCOP's tuition is within \pm 5% of peer group schools. 	High

Goal VIII.3: Enhance relationships with experiential sites such that USN is "school of choice" for these sites.

Implementation Strategy	Timeline for completion	Responsible individual(s)	Outcome measure(s)	Priority level
Implementation Strategy VIII.3-1: Create a report that objectively shows the utility of USN faculty at the experiential site.	1 year	Dean, Assistant Dean for Clinical Programs, and clinical faculty	<ul style="list-style-type: none"> • Faculty to document the interventions throughout the year and submit to the Dean and the experiential site annually 	Medium
Implementation Strategy VIII.3-2 Create a focus group of the major APPE sites in order to identify areas requiring increased support from USN.	6 months	Experiential programs staff and Assessment Committee	<ul style="list-style-type: none"> • Major issues identified 	High
Implementation Strategy VIII.3-2 Create a survey that is distributed to all APPE sites that evaluates site satisfaction in the areas of weakness based on the focus group responses	1 year	Experiential programs staff and Assessment Committee	<ul style="list-style-type: none"> • Distribution of the survey to the APPE practice sites 	Medium

Goal VIII.4: Maintain faculty compensation at a competitive level nationwide.

Implementation Strategy	Timeline for completion	Responsible individual(s)	Outcome measure(s)	Priority level
<p>Implementation Strategy VIII.4-1: Use the AACP annual salary survey to ensure faculty salaries to review salary structure.</p>	<p>Annually prior to budget process</p>	<p>Dean</p>	<ul style="list-style-type: none"> Faculty salaries, on average, are in 75th percentile nationally. 	<p>High</p>

THREATS

IX. Protect the marketability of COP graduates should the demand for pharmacists decrease.

Goal IX.1: Enhance the skill set of graduates through expansion of dual degree offerings.				
Implementation Strategy	Timeline for completion	Responsible individual(s)	Outcome measure(s)	Priority level
Implementation Strategy IX.1-1: Create a task force to assess potential targets for dual degree programs (including a needs assessment, cost, accreditation requirements, potential market, etc.).	Dec. 2009	Deans	<ul style="list-style-type: none"> Task force recommends 2-3 degree programs for continued study. 	High
Implementation Strategy IX.1-2: Conduct a feasibility study regarding implementations of degree programs identified from task force efforts.	Aug. 2010	Deans	<ul style="list-style-type: none"> Recommendation regarding launching new dual degree programs is vetted at COP level, if approved, at USN Administrative Council, and if approved, by Board of Trustees. 	High
Implementation Strategy IX.1-3: Create an implementation plan for dual degree program(s).	Nov. 2010	Deans	<ul style="list-style-type: none"> Board of Trustees approves implementation plan and funding for dual degree program(s) 	High

Goal IX.2: Ensure that the curriculum is forward-looking to prepare graduates for emerging roles.

Implementation Strategy	Timeline for completion	Responsible individual(s)	Outcome measure(s)	Priority level
Implementation Strategy IX.2-1: Invite guest lecturers to speak to COP faculty in the areas of future roles of pharmacists	1 year	Faculty development committee	<ul style="list-style-type: none"> Bring in at least one speaker for academic year 2010 	Medium
Implementation Strategy IX.2-2: At the 2010 faculty retreat, designate a set amount of time to devise curricular ideas based on the presentation	1 year	Curriculum committee	<ul style="list-style-type: none"> Implementation of changes to pharmacy curriculum 	Medium
Implementation Strategy IX.2-3: Explore niche pharmacists by bringing in pharmacists to speak to students that have unique practices in the community.	6 months	Curriculum committee	<ul style="list-style-type: none"> 1 speaker brought in 	Medium
Implementation Strategy IX.2-4: Send team to AACP Curricular Change Summit	3 months	Dean	<ul style="list-style-type: none"> Team reports back to faculty with recommendations from Summit 	High

THREATS

X. The economic crisis demands strategies to ensure educational loan availability, to ensure that graduates are in demand, and to sustain partnerships with experiential training sites.

Goal X.1: Work with financial aid, fund-raising personnel, and potential employers of pharmacists to ensure students have adequate funds for their education.				
Implementation Strategy	Timeline for completion	Responsible individual(s)	Outcome measure(s)	Priority level
Implementation Strategy X.1-1: Quarterly meetings between pharmacy administration and financial aid staff	Ongoing	Associate Dean for Admissions and Student Affairs	<ul style="list-style-type: none"> Increasing available funds to pharmacy students each year 	High

Goal X.2: Ensure that collaborations with experiential sites continue to be of value to the site.				
Implementation Strategy	Timeline for completion	Responsible individual(s)	Outcome measure(s)	Priority level
Implementation Strategy X.2-1: Identify activities that students are able to complete while at their sites that are of benefit to the site	6 months	Experiential programs staff, Assistant Dean for Clinical Programs, and clinical faculty	<ul style="list-style-type: none"> A list of activities is identified 	Medium
Implementation Strategy X.2-2: Create a mechanism by which the information identified can be distributed to the experiential sites	1 year	Experiential programs staff	<ul style="list-style-type: none"> Communicate identified information to experiential sites in coordination with preceptor development programs 	Medium

Goal X.3: Ensure that potential employers continue to view USNCOP graduates as employees of choice.

Implementation Strategy	Timeline for completion	Responsible individual(s)	Outcome measure(s)	Priority level
<p>Implementation Strategy X.3-1: Develop a longitudinal curriculum vitae writing workshop designed to ensure students communicate their skill sets effectively</p>	1 year ongoing then	Pharmacy communications coordinator and IPC coordinator	<ul style="list-style-type: none"> • Students successfully develop CV • Students successfully maintain CV 	Medium
<p>Implementation Strategy X.3-2: Develop a workshop designed to enhance the interview skills of USN students</p>	1 year ongoing then	COP faculty	<ul style="list-style-type: none"> • Internal and external feedback is given to students 	Medium