



FEIK  
SCHOOL *of*  
PHARMACY

STRATEGIC PLAN  
2024 - 2028

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# STRATEGIC PLAN 2024 - 2028



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## Goal 1: Improve student success.

- 1.1 Improve upon the ACPE standards for annual on-time graduation rates by decreasing academic dismissals, withdrawals, and delayed graduation starting with the graduating class of 2026.
- 1.2 Achieve first-attempt NAPLEX and MPJE pass rates greater than national and state pass rates each year.
- 1.3 At least 95% of graduates are employed in a pharmacy career one-year post-graduation.



## Goal 2: Increase student recruitment and enrollment.

- 2.1 Within one year, define our brand and notable characteristics to improve brand recognition.
- 2.2 Increase scholarship funds within five years.
- 2.3 Develop annual recruiting initiatives that focus on parents, high school counselors, pharmacy technicians, science faculty, university career offices, and/or university academic advisors.
- 2.4 Develop and implement a proactive strategy for high school recruitment within one year.
- 2.5 Identify and implement new college student recruitment strategies by fall 2024.



## Goal 3: Improve the culture of well-being.

- 3.1 Complete the exploration process as outlined in the AACP "Creating a Culture of Well-Being: A Resource Guide for Colleges and Schools of Pharmacy" by Spring of 2025 for faculty, staff, and students.
- 3.2 Develop an action plan to improve wellbeing for faculty, staff, and students based on results of the exploration phase by Fall 2025.
- 3.3 Initiate implementation of the action plan by Fall 2025.
- 3.4 Annually assess the effectiveness of the action plan beginning in spring 2026.



## Goal 4: Improve employee recruitment and retention.

- 4.1 Over the next five years, hire one-third of new faculty at a minimum of 3 years of experience post-graduation.
- 4.2 Over the next five years, hire staff within an average of three months of vacancy.
- 4.3 Retain a minimum of 95% of full-time faculty annually.
- 4.4 Retain a minimum of 95% of staff annually.



# Committee Members

The following Strategic Planning Committees were made up of faculty, staff, alumni and students. These committees were responsible for incorporating the outcomes from the Strategic Planning Retreat in December 2022 into a working Strategic Plan for the years 2024-2028.

## Members of the Strategic Planning Committee 2022-2023:

Dr. Raghu Yendapally (Chair), Dr. David Maize, Dr. Christina Long, Dr. Joshua Knebel, Dr. Adeola Coker, Dr. Jeff Copeland, Dr. Kelsey Jutila, Dr. Kathy Uriarte, Dr. Marco Vidaurri, Dr. Jorge Medina, Dr. Tina Beck, Dr. Helen Smith, Dr. Amy Diepenbrock, Ms. Linda Etter, Marissa Narvaez, Ezinne Nwachukwu, Mrs. Glynis Sims-Bonds, Dr. David G. Vequist IV.

## Members of the Strategic Planning Committee 2023-2024:

Dr. Jorge L. Medina (Chair), Dr. David Maize, Dr. Christina Long, Dr. Joshua Knebel, Dr. Raghu Yendapally, Dr. Jeff Copeland, Dr. Kelsey Jutila, Dr. Kathy Uriarte, Dr. Marco Vidaurri, Dr. Christine Lam, Dr. Shoaib Iqbal, Dr. Rebekah Benitez, Dr. Amy Diepenbrock, Dr. Sarah Rinehart, Ms. Linda Etter, Camille Silverthorne, Marissa Narvaez

## Goal 1: Improve student success.



### Subgoal 1.1

Improve upon the ACPE standards for annual on-time graduation rates by decreasing academic dismissals, withdrawals, and delayed graduation starting with the graduating class of 2026.

#### 1.1 a: Evaluate and increase early intervention programs.

KPI: Develop a longitudinal P1 success program by Spring 2025.

KPI: Implement a longitudinal P1 success program by Fall 2025.

KPI: Improve positive Academic Enrichment student feed back to at least 50% by Summer 2025.

KPI: Evaluate tutoring system by Summer 2024

#### 1.1 b: Enhance pre-matriculation programs.

KPI: Evaluate student selection for the Pharmacy Readiness Program by Spring 2024.

KPI: Evaluate options for students to do online modules in preparation for the Fall P1 year by Summer 2024.

#### 1.1 c: Evaluate the faculty/student mentor program.

KPI: Modify program based on task force findings by Spring 2024.

#### 1.1 d: Provide professional development to faculty focused on student learning and engagement.

KPI: Train academic success coaches by Spring 2024.

KPI: Enhance the academic success coaching program by Spring 2025.

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Responsible Parties: Senior Associate Dean of Academic Affairs; Associate Dean of Student Affairs; Faculty/Ad Hoc committee on student success; Assessment Committee, Assistant Dean of Pharmaceutical Sciences.

## Goal 1: Improve student success.



### Subgoal 1.2

Achieve first-attempt NAPLEX and MPJE pass rates greater than national and state pass rates each year

#### 1.2 a: Increase the use of the NAPLEX exam formats.

KPI: Use of cumulative assessments for each course by Fall 2024.

KPI: Incorporate the use of prior therapeutic content into assessments by Fall 2024.

KPI: Utilize 1.5 minute per question format on assessments by Fall 2024.

#### 1.2 b: Evaluate strategies for knowledge retention.

KPI: Curriculum Committee review of pharmacotherapeutic series and placement by Summer 2025.

KPI: Explore methods for linking disease states from previous modules to increase retention by Summer 2025.

KPI: Increase MPJE review participation by graduating students by Summer 2025

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Responsible Parties: Senior Associate Dean of Academic Affairs; Associate Dean of Student Affairs; Faculty/Ad Hoc committee on student success; Assessment Committee, Assistant Dean of Pharmaceutical Sciences.

## Goal 1: Improve student success.



### Subgoal 1.3

At least 95% of graduates are employed in a pharmacy career one-year post-graduation.

1.3 a: Increase the number of ways we disseminate information about diverse pharmacy career options:

KPI: Host at least three events per academic year with different (traditional and non-traditional) career options presented by Spring 2025.

KPI: Post and rotate monthly updated career guides throughout the building to increase awareness by Spring 2025.

KPI: Revise faculty-student mentor program plan to utilize career guides in annual mentee SMART goal discussions by Spring 2025.

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Responsible Parties: Senior Associate Dean of Academic Affairs; Associate Dean of Student Affairs; Assessment Committee; Curriculum Committee; Faculty

Resources needed: Human and Financial

## Goal 2: Increase student recruitment and enrollment.



### Subgoal 2.1

Within one year, define our brand and notable characteristics to improve recognition.

2.1 a: Use a task force to gather and analyze data on brand recognition.

KPI: Survey and conduct focus groups with students, alumni, faculty, and stakeholders by Fall 2024.

2.1 b: Develop marketing materials using the new brand.

KPI: Draft the new brand and seek feedback by Summer 2025.

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Responsible Parties: Branding task force/assessment committee/UIW Marketing-Digital Media

Resources needed: Human and Financial



## Goal 2: Increase student recruitment and enrollment.



### Subgoal 2.2

Increase scholarship funds within five years.

2.2 a: Identify and secure new external funding resources:

KPI: Seek approval to carry UIW merit scholarship for direct admit students through a total of four years at UIW (including at FSOP) by Spring 2027.

KPI: Explore additional incentives and publicity to thank alumni donors by Summer 2024.

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Responsible Parties: Dean, Associate Dean of Student Affairs, Scholarship Committee; UIW Development Liaison for FSOP

Resources needed: Financial

## Goal 2: Increase student recruitment and enrollment.



### Subgoal 2.3

Develop annual recruiting initiatives that focus on parents, high school counselors, pharmacy technicians, science faculty, university career offices, and/or university academic advisors.

#### 2.3 a: Expand outreach to non-student entities:

KPI: Attend two professional development conferences per year as a vendor that high school counselors and/or academic advising staff attend (NAAHP, SAAHP, NACADA, ASCA, HOSA) by Summer 2025

KPI: Communicate annually with science specific departments (Chemistry, Biology, Math) at 75% of local universities/colleges by Summer 2025.

KPI: Host 1 annual event for local academic advisors and career center staff by Summer 2025.

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Responsible Parties: OSA/Admissions Committee

Resources needed: Human and Financial

## Goal 2: Increase student recruitment and enrollment.



### Subgoal 2.4

Develop and implement a proactive strategy for high school recruitment within one year.

2.4 a: Expand outreach to high school students:

KPI: Create and implement a yearlong mentor program with 10 students by the Fall 2024.

KPI: Identify 10 high schools to target annually for direct admit recruitment by Fall 2024.

KPI: Expand the ambassador program to include 6 pre-pharmacy ambassadors by Summer 2025.

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Responsible Parties: OSA/Pre-Pharmacy Association/UIW Admissions

Resources needed: Human and Financial

## Goal 2: Increase student recruitment and enrollment.



### Subgoal 2.5

Identify and implement new college student recruitment strategies

2.5 a: Evaluate outreach to college students:

KPI: Evaluate current recruiting locations and type of activities for effectiveness in matriculation by Summer 2024.

2.5 b: Develop an updated strategic recruitment plan.

KPI: Draft and implement plan by Fall 2024.

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Responsible Parties: OSA

Resources needed: Human

## Goal 3: Improve the culture of well-being.



### Subgoal 3.1

Complete the exploration process as outlined in the AACCP "Creating a Culture of Well-Being: A Resource

3.1 a: Evaluate well-being among faculty, staff, and students.

KPI: Select and administer a tool to assess well-being at FSOP by Fall 2024.

KPI: Analyze data collected from well-being tool by Spring 2025.

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Responsible Parties: Wellness committee, administration, and other parties as necessary.

Resources needed: Human and Financial

## Goal 3: Improve the culture of well-being.



### Subgoal 3.2

Develop an action plan to improve wellbeing for faculty, staff, and students based on results of the exploration phase by Fall 2025.

3.2 a: Create a targeted action plan to address gaps and strengthen current effective strategies for faculty, staff, and students.

KPI: Create initial plan by Spring 2025.

KPI: Present plan to faculty, staff, and students to get feedback by Summer 2025.

KPI: Adjust based on feedback by Fall 2025.

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Responsible Parties: Wellness committee, administration, and other parties as necessary.

Resources needed: Human

## Goal 3: Improve the culture of well-being.



### Subgoal 3.3

Initiate implementation of the action plan by Fall 2025.

3.3 a: Implement an action plan to address wellness needs based on the data and feedback.

KPI: Initiate plans to address needs in wellbeing for students beginning Fall 2025 with at least one initiative per year.

KPI: Initiate plans to address needs in wellbeing for staff and faculty beginning Fall 2025 with at least one initiative per year.

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Responsible Parties: Wellness committee, administration, and other parties as necessary.

Resources needed: Human and Financial

## Goal 3: Improve the culture of well-being.



### Subgoal 3.4

Annually assess the effectiveness of the action plan beginning in spring 2026

3.4 a: Define areas to be evaluated and assess specific initiatives for effectiveness.

KPI: Assess effectiveness annually beginning Spring 2026.

3.4 b: Assess global well-being.

KPI: Readminister initial tools by Spring 2026.

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Responsible Parties: Wellness committee and assessment coordinator

Resources needed: Human and Financial



## Goal 4: Improve employee recruitment and retention.



### Subgoal 4.1

Over the next five years, hire one-third of new faculty at a minimum of 3 years of experience post-graduation.

4.1 a. Review and reform the interview process by Spring 2024.

KPI: Create a committee responsible for welcoming practices by Spring 2024.  
(i.e., airport pickup, meals with faculty and staff members, presentation attendance).

4.1 b. Increase marketing and advertising for posted positions.

KPI: Post in a minimum of 3 pharmacy or discipline-specific employment websites and social media by Spring 2024.

4.1 c. Complete a review of salary and benefits to ensure competitive compensation every three years.

KPI: Review and update the document that the Salary Taskforce recommended in 2021 every three years by Summer 2025.

4.1 d . Evaluate and expand practice sites in academic settings for faculty.

KPI: Formalize the process for evaluating clinical practice sites and assess faculty satisfaction by Spring 2025.

KPI: Evaluate site satisfaction by faculty on an annual basis during FSI meetings by Spring 2025.

KPI: Initiate outreach to expand academic sites by Summer 2025.

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Responsible Parties: Chairs of Pharmacy Practice and Pharmaceutical Sciences, FSOP Compensation task force.

## Goal 4: Improve employee recruitment and retention.



### Subgoal 4.2

Over the next five years, hire staff within an average of three months of vacancy.

4.2 a. Review and reform the interview process by Summer 2024.

KPI: Create a committee responsible for welcoming practices by Spring 2024 (i.e., airport pickup, meals with faculty and staff members, presentation attendance).

4.2 b. Increase the marketing and advertising budget for posting positions.

KPI: Professional staff: Post in a minimum of 2 discipline specific employment websites and social media by Fall 2024.

4.2 c. Complete review of salary and benefits to ensure competitive compensation every three years.

KPI: Review and update the document that Salary Taskforce recommended in 2021 every three years by Summer 2025.

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Responsible Parties: Pharmaceutical Sciences, Pharmacy Practice, FSOP compensation task force, OSA, SOPEC

Resources needed: Human and Financial

## Goal 4: Improve employee recruitment and retention.



### Subgoal 4.3

Retain a minimum of 95% of full-time faculty annually.

4.3 a. Formalized FSOP exit interview process for faculty to collect feedback on strengths and opportunities for improvement by Summer 2024.

KPI: Develop a process for improving work conditions based on information from the exit interview by Summer 2025.

4.3 b. Perform workload analysis and present the results to assist with more effective, judicious, and fair division of duties to foster retention.

KPI: Department chairs should conduct a workload analysis every two years beginning Summer 2025.

4.3 c. Increase funding for professional development.

KPI: Increase travel funding to 2 conferences if they present in at least one by Summer 2025.

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Responsible Parties: Chairs of Pharmacy Practice and Pharmaceutical Sciences, FSOP Compensation task force.

Resources needed: Human and Financial

## Goal 4: Improve employee recruitment and retention.



### Subgoal 4.4

Retain a minimum of 95% of staff annually.

4.4 a. Formalized FSOP exit interview process for staff to collect feedback on strengths and opportunities for improvement by Summer 2024.

KPI: Develop a process for improving work conditions based on information from the exit interview by Summer 2025.

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Responsible Parties: Chair of Pharmacy Practice, Chair of Pharmaceutical Sciences, Chair of Experiential, Dean, Office of Academic Affairs, and OSA

Resources needed: Human and Financial