



Strategic Directions

The 5-Year Plan

(AY 2022-2023 through AY 2029-2030)

Adopted May 25, 2023

Revised June 17, 2025

Mission

The College of Pharmacy and Health Sciences (COPHS) advances the mission of Western New England University (WNE) through its commitment to the development and support of professional, graduate, and undergraduate programs in health care related fields. The College's comprehensive, student-centered professional programs prepare entry-level practitioners to provide discipline-specific health care to patient/client populations in a variety of practice environments, as part of an interprofessional team. Through the curricula, the professional, graduate, and undergraduate programs foster critical thinking, embrace professionalism, and instill a commitment to lifelong learning, community service, and leadership. The College enhances the knowledge base of its students, faculty, practitioners, and alumni through teaching, service, research, and scholarship.

VISION AND VALUES

The Western New England University College of Pharmacy and Health Sciences endorses the vision of shaping new models of excellence in interprofessional practice, preparation of practitioners and scholars to be leaders, educators, and change-agents for improvements in population health settings and individual patient/client care in various environments. The College upholds the following set of core values:

- **Personal and professional development through lifelong learning.** Our programs create an environment for faculty, students, and practitioners to learn, maintain, and expand their knowledge, skills, and attitudes in order to meet the healthcare needs of the population they serve.
- **A student-centered approach to education.** Our educational programs are focused on our students who are primarily responsible for achieving their own educational outcomes; faculty and staff help guide and facilitate the learning process in partnership with students.
- **Teamwork and collaboration.** Achievement and success result from the contributions of all team members (students, faculty, staff, patients/clients, practitioners, scholars, and other healthcare professionals). Interprofessional teamwork and collaborations are essential in creating optimal care outcomes for patients/clients.
- **Professionalism.** We believe professionalism is defined by the principles of excellency, empathy, accountability, and altruism.
- **The belief that the provision of care is a privilege** that requires engendering the trust of patients/clients and other healthcare professionals.
- **An open learning environment** defined as informed discussions for the betterment of our College of Pharmacy and Health Sciences community of students (faculty, staff, students, alumni, and practitioners).
- **The pursuit of new knowledge.** We are committed to the advancement of disciplinary knowledge and the research and scholarship of our community of students.
- **Innovation and forward thinking.** Our commitment is to prepare students for practice, using innovative and advanced practice research and teaching models destined to be those of the future.
- **Service, advocacy, and leadership.** Our commitment is to serve the community (local and global) both as citizens and healthcare professionals.

THEME 1: PROVIDE A STUDENT-CENTERED EXPERIENCE

- **Ensure** students graduate with a competitive advantage and a unique value proposition.
- **Emphasize** personal brand building, and the ability to articulate it, through activities woven through curriculum and co-curriculum.
- **Focus** on completion, retention, and progression.
- **Engage** and mobilize alumni, donors, and volunteer leadership in support of an exceptional student experience.
- **Become** the destination of first choice for applicants.
- **Ensure** that graduates are practice, team, and/or career ready.

1	Action Step	Responsible Party(s)	Suggested Outcome Measure(s)
A	Define a strong value proposition	CoPHS	Value proposition defined
B	Identify the reasons students come to the CoPHS, why applicants elect not to attend the CoPHS, and where applicants elect to go	Dean for Student Affairs; Dean for Assessment/Accreditation; Executive Director of Admissions	Orientation Survey; Exit Interview/Survey; admissions data
C	Develop and assess effective marketing strategies (e.g., highlight student and alumni testimonials, faculty accomplishments) while continuing to expand recruitment efforts	Executive Director of Admissions	CoPHS Admissions Report
D	Establish and maintain professional advisory boards consisting of alums, employers, and preceptors	Dean for CoPHS; Sr Assoc Dean for Academic Affairs	Advisory board(s) output
E	Implement new programs and pathways to optimize learning and maintain healthy enrollment	Sr Assoc Dean for Academic Affairs; Academic Affairs Committee; Curriculum Committee; PDs; Executive Director of Admissions	New pathways developed; CoPHS Admissions Report
F	Generate additional student scholarships	Dean for CoPHS; Dean for Student Affairs	Number/availability of scholarships
G	Enhance the relationship between undergraduate WNE students, COPHS faculty and students	Office of Student Affairs; Undergraduate Affairs Committee; Executive Director of Admissions	Student organization membership; event/meeting participation; admissions outreach
H	Create a diverse array of curricula, practice sites, and research opportunities	Sr Assoc Dean for Academic Affairs, Department Chairs; Academic Affairs Committee; Curriculum Committee	Curricula, practice sites, research opportunities

THEME 2: BECOME A LABORATORY FOR ACADEMIC INNOVATION

- **Form** best-in-class hybrid, online, and experiential learning environments and delivery models.
- **Recognize** faculty for their excellence; faculty will be known for their excellence in teaching, scholarship, and service.

2	Action Step	Responsible Party(s)	Suggested Outcome Measure(s)
A	Provide ongoing opportunities for students to develop and utilize acquired skills through curricular, co-curricular, and extra-curricular activities	Dean for Student Affairs, Faculty, Students	Curricular, co- curricular, and extra- curricular activities offered
B	Promote partnerships within the profession and the community	Sr Assoc Dean for Academic Affairs, Dean for Student Affairs, Organization Faculty Advisors, Faculty, Dean for Experiential Affairs, Department Chairs, PDs	Community and professional partnership activities/events
C	Encourage faculty and staff development in the scholarship of teaching and learning	Department Chairs; Sr Assoc Dean for Academic Affairs; Dean for Assess/Accred	Annual Report: annual scholarship
D	Advance research / scholarship in discipline specific and interdisciplinary activities	Dean for CoPHS, Department Chairs, PD, Faculty	Annual Report: annual scholarship
E	Support faculty and professional staff for national and regional awards recognizing excellence in teaching/scholarship/ service (as appropriate).	Dean for the CoPHS, Department Chairs, PD, Faculty, Staff	Annual Report: awards nominated and received; FAC annual awards

THEME 3: PROMOTE INNOVATION AND TRANSFORMATION

- **Integrate** learning, community engagement, and leadership opportunities.
- **Provide** and **improve** patient and client care via innovative models.

3	Action Step	Responsible Party(s)	Suggested Outcome Measure(s)
A	Provide healthcare services to underserved and marginalized community members and explore the possibility of clinical patient models as a potential revenue resource	Department Chairs for Occupational Therapy and Pharmacy Practice; Dean for Experiential Education; Fieldwork I and II Director	Partnerships identified, health pairings, community board memberships; feasibility and/or clinical development
B	Explore dual degrees or bridge programs to our professional and graduate degrees	Program Directors	Feasibility and/or creation of dual degree options or bridge programs
C	Explore additional degree and non-degree programs at WNE	Dean for CoPHS; Sr Assoc Dean for Academic Affairs; Program Directors; Graduate Programs Coordinators; Academic Affairs Committee; Curriculum Committee	Feasibility studies for new programs; review financial sustainability
D	Explore the feasibility of having all programs within the same physical location	Dean for CoPHS	Feasibility study
E.	Incorporate social determinants of health into education and assessment throughout appropriate CoPHS curricula	Sr Assoc Dean for Academic Affairs; Academic Affairs Committee; Curriculum Committee; Program Directors	Curricular maps

THEME 4: ENHANCE CULTURE AND EXCELLENCE

- **Inspire** an efficient, collaborative, and results oriented culture among faculty and staff.
- **Invest** in people and infrastructure.
- **Transform** the technology environment.
- **Reorient** evaluations, promotion, and tenure to institutional priorities.
- **Cultivate** faculty and staff development and retention.
- **Streamline** student processes.
- **Foster** intra-professional, interprofessional and multi-disciplinary initiatives through a positive culture of learning, professionalism, and service.

4	Action Step	Responsible Party(s)	Outcome Measure(s)
A	Improve faculty, staff, and student wellbeing	Student Affairs Committee; CoPHS faculty and staff; Dean for Assess/Accred	AACP Program Quality Surveys; Exit Interviews/Surveys; facilitated discussions
B	Optimize faculty workloads to ensure faculty success	Chairs, Dean for CoPHS; Faculty Affairs Committee	AAR: Workload optimized to deliver curricula, enhance scholarship, service, and practice
C	Community building events among the faculty	Faculty Affairs Committee (FAC)	Events hosted
D	Explore opportunities for interprofessional collaboration between academic programs	Department Chairs; Faculty	AAR: Evidence of intra- professional publications, presentations, scholarly activities
E	Invest in continued faculty and staff professional development	Department Chairs; FAC; Sr Assoc Dean for Academic Affairs	AAR: Faculty and staff attendance
F	Organize alumni events to help foster relationships	Dean for Student Affairs	Alumni events