



Strategic Directions

The 5-Year Plan

(AY 2022-2023 through AY 2027-2028)

Adopted May 25, 2023

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 education 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 diverse patient/client populations in a variety of practice environments, as part of an interprofessional team. Through the professional curricula, the graduate 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 diverse 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** every student graduates with a competitive advantage and a unique value proposition.
- **Establish** a streamlined signature common core curriculum for the three undergraduate colleges.
- **Anchor** the WNE narrative in developing the whole person who has a global view.
- **Emphasize** personal brand building, and the ability to articulate it, through activities woven through curriculum and co-curriculum.
- **Focus** on completion, retention, and progression and eliminate friction and barriers.
- **Engage** and mobilize alumni, donors, and volunteer leadership in support of an exceptional student experience.
- **Provide** students a personalized experience in discovering their unique “why” that prepares them to continuously create value and contribute to a global society.
- **Become** the destination of first choice for applicants.

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 where applicants elect to go	Asst Dean for Student Affairs, Asst Dean for Assessment and Accreditation, Office for Student Affairs	Exit surveys; admissions data; alumni data
C	Develop and assess effective marketing strategies (e.g., highlight student and alumni testimonials, faculty	Director of Admissions and Recruitment, CoPHS, Marketing, PDs, Asst Dean for	Admissions data and communication plan analytics, Annual

	accomplishments) while continuing to expand recruitment efforts.	Assessment and Accreditation, Alumni Relations	Report, creation of shareable materials
D	Establish and maintain professional advisory boards consisting of alums, employers, and preceptors	Dean for CoPHS, Sr Assoc Dean for Academic Affairs, Asst Dean for Student Affairs, Asst Dean for Experiential Affairs, Fieldwork I and II Director, Department Chairs, Alumni Relations	Advisory board output, employment data, alumni data
E	Implement new programs and pathways to optimize learning and maintain healthy enrollment	Sr Assoc Dean for Academic Affairs and Academic Affairs Committee (AAC), PDs, Asst Dean for Experiential Affairs	New enrollment in programs and pathways
F	Generate additional student scholarships	Dean for CoPHS	Number/availability of scholarships
G	Enhance the relationship between undergraduate WNE students, COPHS faculty and students	Office of Student Affairs, Undergraduate Affairs Committee	Student organization membership; event/meeting participation; admissions outreach

THEME 2: BECOME A LABORATORY FOR ACADEMIC INNOVATION

- **Create** an applied and experiential teaching and learning infrastructure.
- **Form** a best-in-class hybrid and online learning platform.
- **Graduate** all students who are prepared for the future, with essential human attributes and a value-creation orientation that cannot be replicated by an algorithm.

- **Establish** an office of mentored Research, Innovation, and Sponsored Projects that will operate on a self-funding basis.
- **Launch** competitive innovation and bootstrap funds for teaching and scholarship.
- **Articulate** a path forward for internationalization, global citizenship, and cultural competence.
- **Develop** student engagement, communication, learning agility, and self-awareness to transform students into resilient, impactful leaders within the workforce.
- **Recognize** faculty for their excellence; faculty will be known for their excellence in teaching, scholarship, and service.

2	Action Step	Responsible Party(s)	Outcome Measure(s)
A	Provide ongoing opportunities for students to develop and utilize acquired skills through curricular, co-curricular, and extra-curricular activities	Asst 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, Asst Dean for Student Affairs, Organization Faculty Fdvisors, Faculty, Asst Dean for Experiential Affairs, Department Chairs, PDs	Community partnership activities/events; engagement in profession and community organizations
C	Encourage faculty and staff development in the scholarship of teaching and learning	Department Chairs, Faculty, Sr Assoc Dean for Academic Affairs, Asst Dean for Assess/Accred	Compile and assess teaching innovations
D	Develop an honors program for undergraduate students (0-6)	Undergraduate Affairs Committee	Program formation

E	Advance research / scholarship in discipline specific and interdisciplinary activities	Dean for CoPHS, Department Chairs, PD, Faculty	Manuscripts published, professional posters, presentations; awards or recognitions received; interdisciplinary collaborations
F	Support faculty and staff for national and regional awards recognizing excellence in teaching/scholarship/ service.	Dean for the CoPHS, Department Chairs and Faculty	Tracked investment towards faculty or staff development; awards applied for and received

THEME 3: PROMOTE INNOVATION AND TRANSFORMATION

- **Create** infrastructure to approve new programs and research support.
- **Invest** in multidisciplinary programs, centers, institutes, and experiential teaching and learning .
- **Augment** signature academic programs.
- **Integrate** living, learning, community engagement, and leadership opportunities.
- **Establish** an entrepreneurial, shared revenue model for new programs.
- **Refine** identity and articulate a path forward as an agile ‘New Traditional University.’
- **Provide** and **improve** patient and client care via innovative models.

3	Action Step	Responsible Party(s)	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, Asst Dean for Experiential Education, Fieldwork I and II Director	Census of clients/patients served, 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	Perform 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

THEME 4: CREATE DIVERSITY, EQUITY AND INCLUSION

- **Recognize** diversity as a strength and a business imperative.
- **Make** the ethos of our culture inclusive for all students and employees.
- **Instill** and **promote** civility with a sense of humanity throughout the organization.
- **Establish** a starting point for diversity, equity, and inclusion as outlined in JEDI (Justice, Equity, Diversity, and Inclusion) Strategic Framework (AY2022-23 through AY2027-28).
- **Undertake** the goals and objectives of the JEDI Strategic Framework AY2021-22 that serves as the plan of work for the current year.

4	Action Step	Responsible Party(s)	Outcome Measure(s)
A	Explore the creation of the CoPHS Office of Health Equity, Diversity, Inclusion, and Community Partnerships	Drs. Whitman, Ostroff, Capoccia, and Ekong	Grant applications, community partnerships
B	Assess and realign faculty and staff research, teaching, practice, and interests with job responsibilities	Dean for CoPHS, Department Chairs, FAC	AACP Satisfaction Surveys, focused faculty and staff meetings, FAC meetings
C	Create a diverse array of curricula, practice sites, and research opportunities	Sr Assoc Dean for Academic Affairs and Department Chairs, Academic Affairs Committee, Curriculum Committee	Curricula, practice sites, research opportunities

D	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	Course/curricular outcomes and assessments
E	Explore public health and various concentrations to diversify curricular offerings	Dean for CoPHS, Sr Assoc Dean for Academic Programs, Program Directors, Academic Affairs Committee, Curriculum Committee	Pathways and options explored and developed

THEME 5: 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.
- **Embed** “Lessons Learned from the Pandemic” as part of our new way of doing business as an agile New Traditional University.
- **Foster** intra-professional, interprofessional and multi-disciplinary initiatives.
- **Create** and **sustain** a positive culture by fostering collaboration, learning, professionalism, and service.

5	Action Step	Responsible Party(s)	Outcome Measure(s)
A	Improve faculty, staff, and student wellbeing	CoPHS	AACP Satisfaction Surveys, Exit surveys, facilitated discussions
B	Optimize faculty workloads to ensure faculty success	Chairs, Dean for the CoPHS, Faculty Affairs Committee	Workload optimized to deliver curricula, enhance scholarship, service, and practice
C	Community building events among the faculty	Dean for CoPHS, Sr Assoc Dean for Academic Affairs, Faculty Affairs Committee (FAC)	Number of events hosted
D	Explore opportunities for interprofessional collaboration between academic programs	Department Chairs, Faculty	Evidence of Intra-professional publications, presentations, scholarly activities
E	Invest in continued faculty and staff professional development	Department Chairs and Supervisors, FAC, Sr Assoc Dean for Academic Affairs	Tracked investment towards faculty/ staff development; faculty and staff attendance
F	Organize alumni events to help foster relationships	Asst Dean for Student Affairs, Alumni Relations	Alumni events; alumni surveys (AACP) response rate