

SCHOOL OF PHARMACY AND HEALTH PROFESSIONS STRATEGIC PLAN (2019-2022)

Strategic Goal 1-SPAHP will ensure sustainable recruitment and retention of high-quality students. Goal Leaders: Lindsay Johnson and Kelly Nystrom

Objectives	Suggested Action Items	Resources	Responsible Individual(s)	Timeline	Benchmarks	Assessment Strategies	Updates/Results
Establish plans for student recruitment and retention	Evaluate student tuition and expenses and advocate within the University to control tuition costs in consideration of student debt load	School budget for tuition discounting	Dean Director of Admissions	On-going	Meet 100% of annual recruitment and retention goals Tuition rate increases limited to between 0-2%	Number and level of scholarships Net tuition per student per program per year Aggregate student expenses Annual report to School on student tuition and expenses	
	Establish a marketing plan in conjunction with University, School, and Departments	UComm Liaison SPAHP budget for marketing	UComm Liaison Dean	On-going	Annual marketing plan developed and implemented	Report of enrollment results tied to marketing plan	
	Determine Departmental needs for scholarships and utilize University and	SPAHP Alumni Relations SPAHP Advancement Officer	Director of Admissions Department Chairs	On-going	Achieve 100% of SPAHP annual target fundraising goals	Report of scholarship funds raised from Alumni and other constituents	

	School alumni resources to pursue opportunities	Director of Admissions					
	Establish a feasible plan to enhance diversity of our student body (example: Re-establish the pre-matriculation program)	Funds to support the revised Pre-Matriculation Program HS-MACA Admissions Office	Assistant Dean for Academic Affairs Director of Admissions SPAHP Pre-Matriculation Program Liaison	On-going	Prioritized diversity plan for each SPAHP academic program developed 3% annual increase in the prioritized diversity profile of student body in each program Matriculation of all admissible students completing summer Pre-Matriculation program	Identify the diversity profile of incoming classes Annual report of pre-matriculation program performance	
Enhance and implement effective communication strategies regarding student recruitment and retention	Enhance two-way communication between faculty and the Office of Admission		Assistant Dean for Educational Outcomes Director of Admissions Admission Committee Chairs	Spring 2021	75% of faculty satisfaction with communication	Monthly reporting of recruitment and retention Report of faculty satisfaction with communication	
	Enhance two-way communication with		Director of Admissions Dean	Completed	Working relationship between SPAHP and University Enrollment Management Team	Evaluation of ongoing engagement with the Vice Provost	

	Enrollment Management					for Enrollment Management	
	Enhance a strategic and transparent scholarship plan that admission committees are aware of, including how much each program is given	Funds for scholarships	SPAHP Advancement Officer Dean Director of Admissions Admission Committee Chairs	On-going	Scholarship plan developed, communicated and implemented	Evaluation of scholarship dollars awarded Evaluation of plan transparency regarding communications with Admission Committees and School faculty, staff and students. Report on scholarship dollars awarded by programs	
Establish a plan for faculty and staff recruitment and retention	Articulate criteria regarding hiring for mission to attract candidates	Comprehensive Hiring Plan	Dean Assistant Dean for Academic Affairs Department Chairs	Spring 2021	Criteria for mission-based hiring established and incorporated into the Comprehensive Hiring Plan	Assessment of compliance with providing mission-based recruitment materials to faculty/staff applicants Post-hiring survey to determine impact of mission-based hiring on	

						decision to join SPAHP	
	Plan for accreditation requirements within each program (ex. resources to recruit and hire research faculty)	Accreditation Standards	Dean Department Chairs Accreditation Faculty Leads	2022	Programs externally evaluated as compliant with all accreditation Standards, with or without monitoring	Continuous achievement of re-accreditation Annual report on progress for any required monitoring on accreditation Standards	
	Establish a feasible plan to enhance diversity of our faculty and staff	Financial resources to recruit nationally Vice Provost, Institutional Diversity and Inclusion	Assistant Dean for Academic Affairs Senior Administrator Department Chairs	2022	Viable diversity improvement plan for faculty and staff developed Diversity goals articulated in the diversity improvement plan met at 85% or greater	Assess the effectiveness of the diversity improvement plan with measurable diversity augmentation goals Annual report on faculty /staff diversity	
	Conduct a needs assessment for	IT support for survey development and implementation	Associate Dean for Assessment	October 2022	75% faculty/staff participation in the needs assessment survey	Presentation of survey results to faculty and staff	

	faculty/staff retention					Report on actions taken to implement changes to improve retention	
	Encourage individualized and strategic faculty development plans	Funds for development Department administration time for faculty mentoring	Dean Department Chairs and Vice Chairs	On-going	100% of School faculty have a written strategic development plan	Faculty activity reports/annual evaluation Faculty satisfaction survey on development plan support	
Evaluate and establish a plan for facility needs	Advocate at the University level for a clear five to ten-year plan for adequate space for teaching (lecture and lab), research activities, conferencing, and faculty/staff break room with kitchen (Boyne Building) and communicate plans	Funds for renovations or new building IT support	Dean Senior Associate Dean for Operations	On-going	Prioritized space plan based on available resources developed and implemented 90% of plans for space development/renovation from prioritized space plan completed on time	Annual inventory of completed renovation projects. Faculty/staff satisfaction survey on space improvements	

Strategic Goal 2-SPAHP will develop and implement excellent academic programs in Phoenix as a collaborative effort that meets societal health care needs. **Goal Leaders: Evan Robinson, Amy Wilson, Paul Price**

Objectives	Suggested Action Items	Resources	Responsible Individual(s)	Timeline	Benchmarks	Assessment Strategies	Updates/Results
Establish academic and clinical partnerships in the Phoenix area	Identify feeder institutions that meet the rigorous prerequisite requirements	CU leadership time	Director of Admissions	Fall 2022	Develop minimum of three or more affiliation/articulation agreements	Annual frequency count of executed agreements	
	Build and formalize partnerships with key constituents on local and regional campuses to encourage prospective students to apply to the Phoenix programs	CU Leadership time	Director of Admissions	Fall 2021: OT, Pharmacy Fall 2022: PT	Successful enrollment: 20 Pharmacy, 30 OT, 40 PT	Annual enrollment report	
	Build and formalize clinical relationships with partners and key constituents in the Phoenix area	CU Leadership time Arizona Health Alliance support	Program directors Clinical coordinators	Fall 2021: OT, Pharmacy Fall 2022: PT	For PT, this number must be 60 new slots by June 2021 and then 240 by 2023. For Pharmacy: Target X (% or number) of	Number of established contracts	

					new clinical placements For OT: Target X% of new clinical placements		
	Establish transparent communication		Dean Associate Dean – PHX	Ongoing	Every school and program faculty and/or staff meeting to include Phoenix update	Agenda item on all-school faculty and/or staff meetings	
Obtain accreditations for all programs and approval for all programs from the Arizona Secondary Education Board	Identify the appropriate curricular model and resources required to establish successful pharmacy, occupational therapy and physical therapy programs	Faculty and staff onsite and/or Omaha to deliver curricula TLC support	Department chairs Program coordinators	OT, Pharmacy: 2020 PT: 2021	Develop and implement curricula in accordance with specialty accreditation	Official notification of decision from accrediting body following scheduled onsite review	
	Assure there are adequate clinical training resources for each program	<<Insert info from above>> and carry across				OT onsite review: Spring 2021 Pharmacy onsite review: Spring 2021 PT onsite review	

						(planned): 2022	
	Advocate for appropriate classroom, lab, research and administrative spaces for each program	Senior Associate Deans time	Senior Associate Deans		Occupy and resource facilities for program implementation	Report on the facility availability Satisfaction survey on facility adequacy	

Strategic Goal 3-SPAHP will proactively adjust our academic programs based on contemporary and anticipated future public policies and trends that impact our professions. **Goal Leader: Katie Wadas-Thalken**

Objectives	Suggested Action Items	Resources	Responsible Individual(s)	Timeline	Benchmarks	Assessment Strategies	Updates/Results
Educate students and faculty about health care trends, policies and regulations that affect their professional practice	Continue to incorporate education and advocacy into curricular and extracurricular opportunities	Coordinator of extracurricular engagement Curricular oversight by goal leaders	Goal leader	January 2022	One co-curricular activity per year Content emphasis in at least one didactic course in each curriculum	Annual report of Goal leader and Co-Curricular Coordinator	
	Update faculty and staff about healthcare trends and policies during all school meetings and	Speaker coordinators Time at faculty meetings	Director, Office of Faculty/Staff Development	Spring 2021	One presentation per academic year at All School Meeting or One presentation per academic year in each	Documentation from meeting minutes	

	department meetings				department /program		
Support and recognize faculty, student and staff active involvement in local, regional and national professional organizations	Provide faculty mentors for students who are interested in pursuing leadership and advocacy opportunities	Faculty time	Department Chairs Clinical Education Directors Assistant Dean for Student Affairs	January 2022	Each interested student is assigned a mentor	Listing of student mentor pairs	
	Encourage presentations at all school meetings from faculty and others who are involved in leadership roles	Faculty/staff time Time at faculty meetings	Department Chairs Director, Office of Faculty/ Staff Development	Spring 2021	1 presentation per year at SPAHP All School Meeting	Documentation from meeting minutes	
	Guide faculty and students on opportunities for attendance and involvement at professional organizational meetings and advocacy groups (e.g. APTA, AOTA)	Funds for professional meeting attendance	Department Chairs Assistant Dean for Student Affairs	January 2021	Every student participates in one professional organization or advocacy event during their time in the professional program All faculty attend 1 professional organization or advocacy event every 2 years	Annual report of student participation from Office of Student Affairs Annual report from faculty activity reports	

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Strategic Goal 4-SPAHP will evaluate and prioritize current and potential international educational partnerships. **Goal Leader: Keli Mu**

Objectives	Suggested Action Items	Resources	Responsible Individual(s)	Timeline	Benchmarks	Assessment Strategies	Updates/Results
Prioritize and strategize sustainable international initiatives	Conduct a cost-benefit analysis of current international initiatives in the school	Faculty time SPAHP Finance administrator	Assistant Dean for International Programs	January 2021	Budget neutrality	Budget analysis Survey students on ILAC and CHIP	
	Explore opportunities to be innovative with global partnerships	Faculty champion's time and effort Technology support Funding in the international budget	Assistant Dean for International Programs International Program Directors	August 2022	Development and approval of proforma Launch clinical master pharmacy program for the international community in 2023	Real-time proforma auditing Number of approved partnerships Student enrollment	
	Collaborate with other divisions at Creighton and with external partners for sustainable programs	Faculty/staff time and effort Funding from international budget	Assistant Dean for International Programs	August 2021	Number of students enrolled in the programs matching annually defined enrollment expectations to budget modeling	Number count of collaborative programs annually	

		Teaching labs, office space, teaching supplies, etc.			At minimum budget neutrality Satisfaction of survey participants meet their expectation Achievement of planned international activities/initiatives	Number count of participants Satisfaction survey of participants	
	Improve transparency in communicating programmatic efficacy	Faculty time Communication strategist time	Assistant Dean for International Programs International Program Directors	August 2023	Bi-annually newsletters and end of semester summary email Bi-annually presentations at SPAHP faculty & staff meetings	Summary of meeting minutes Number count of newsletters, emails and presentations Number count of reports required by GEO and other offices at the University	

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Strategic Goal 5-SPAHP will enhance the Office of Research to promote and support faculty contributions to evidence-based-practice and the generation of new knowledge. **Goal Leader: Alekha Dash**

Objectives	Suggested Action Items	Resources	Responsible Individual(s)	Timeline	Benchmarks	Assessment Strategies	Updates/Results
Dedicate faculty and staff to the Office of Research	Dedicate a PhD-credentialed faculty member as Assistant/Associate Dean of Research to lead the office	Faculty time	Dean	January 2021	Budget neutrality Satisfactory performance evaluations by faculty and Dean	Annual performance evaluation Annual report of budgetary impact	
	Dedicate staff, including a statistician(s), to provide support for SPAHP faculty	Staff/faculty release time	Associate Dean for Research Dean	January 2021	Confirmed faculty satisfaction with services provided	Annual evaluation of statistician Annual report of support requests Annual faculty satisfaction survey	
	Develop an operational plan to provide faculty with research assistance	Staff/faculty release time	Associate Dean for Research Finance Manager	August 2021	Stage of plan development	Bi-annual evaluation of plan	
Improve faculty knowledge of all potential	Assist faculty in the identification of appropriate sources for research funding	Creighton Sponsored Programs Office support	Associate Dean for Research	July 2021	Identification of grant source availability in the following categories	Quarterly count of grant identification in each category	

funding sources					<ul style="list-style-type: none"> • Federal • State • Internal • Foundation Industrial/Local 	Quarterly count of emails reminders to SPAHP faculty	
	Conduct and sponsor seminars and workshops on the organization and navigation of state, regional and federal agencies that fund research	Funds to support workshops	Associate Dean for Research Director, Office of Faculty/Staff Development	July 1, 2021	At least one grant writing workshop hosted on campus per year	Annual count of workshops presented	
	Identify and financially support faculty/staff attendance at off-campus grant writing workshops	Funding to support registration/travel Creighton Sponsored Programs Office support	Associate Dean for Research Dean	August 1, 2021	Two faculty per department supported to participate in external workshop	Annual report of grant workshop participation by department Annual report of grant submission/awards by workshop participants	
Increase the generation and timely submissions of competitive faculty grant applications	Provide preliminary (pre-submission) reviews of grant proposals to assist faculty in meeting University and sponsor guidelines, critique study design, facilitate proposal development and	Faculty time Statistician time SPAHP Finance Manager time	Associate Dean for Research	August 1, 2021	All grant applications receive a quality peer review prior to submission All submitted grants meet University and	Annual report of total grants submitted with and without pre-submission review	

	navigate IRB requirements				sponsor guidelines		
	Serve as a liaison between the faculty member and the school budget preparation/approval officer	Dedicated Office of Research Staff	Associate Dean for Research SPAHP Finance Manager	January 1, 2021	All faculty submitting grants have budgets approved by Finance Manager in time for submission	Semi-annual report of the number of grants submitted and the number of grants not submitted due to inadequate/unapproved budget	
	Provide workshops and training about the Creighton Sponsored Programs Administration, the CU policies/procedures regarding research grants & contracts and the CU proposal submission system	Funds to support speakers and program planning Creighton Sponsored Programs Office support	Associate Dean for Research Director, Office of Faculty/Staff Development	January 1, 2021	At least one workshop or presentation provided each semester	Annual report of number of workshops/presentations each year	
	Act as a liaison and facilitator between the faculty member, the school administrative review/approval process and university administrative review/approval process	Dedicated Office of Research Staff Sponsored Programs Administrator Support	Associate Dean for Research SPAHP Finance Manager	August 1, 2021	All faculty submitting grants have received University approval in time for submission	Annual satisfaction survey of research faculty	

Provide support for data analysis	Support faculty in generating strong pilot research data	Faculty time Funds for seed grants	Associate Dean for Research	August 1, 2021	Roster of promising research faculty to support with seed grants	Annual report of funding ROI based on seed fund support	
	Assist with all stages of data analysis	Faculty/staff (statistician) release time	Office of Research statistician	August 1, 2021	Development of processes to meet data analysis needs in all areas of SPAHP faculty research	Annual report of hours of data analysis expertise provided	
	Provide expertise for quantitative, qualitative, translational and clinical research questions	Faculty/staff release time	Associate Dean for Research Office of Research Support Staff	August 1, 2021	Maintenance of a current roster of faculty research mentors with expertise in quantitative, qualitative, translational and clinical research	Annual report of the number of research mentor consultations in each research area	
Provide post-award support in collaboration with the school budget office and Sponsored	Monitor and provide reminders and assistance with progress reports, prior approval of expenditures/changes and requests for extensions	InfoEd Software SPAHP Finance Manager time Sponsored Programs Administrator support	Associate Dean for Research	August 1, 2021	Policies related to compliance with grant award expectations and expenditure approval in place	Annual assessment of compliance with policies/processes to ensure on-time compliance with grant award expectations and approved expenditure procedures.	

Programs Administration					All progress reports extension deadlines submitted on time No expenditures made without appropriate approval		
	Establish a guideline to allow a portion of extramural funding indirect financial support to come back to the researcher to assist in supporting their research/grant activities	University Finance Office support	Dean	August 1, 2021	Approved policy in place	Annual report of amount of indirect funds disbursed to principle investigators	
Promote faculty publication in highly ranked refereed journals	Assist faculty/staff in identifying and targeting highly-ranked refereed journals that are appropriate to the research questions		Associate Dean for Research Director, Office of Faculty/Staff Development	August 1, 2021	Availability of roster of highly-ranked refereed journals 30% success rate in publication of manuscripts submitted to	Annual report of faculty publication in highly-ranked referred journals, including a percentage of successful submissions	

					journals on the roster		
	Assist faculty/staff in preparing necessary graphic materials for publication	University support to ensure availability of graphic artist Funds for University graphic artist support	Associate Dean for Research Office of Research Support Staff	August 1, 2021	All faculty seeking graphics assistance receive it	Annual satisfaction survey related to graphics support	

Strategic Goal 6-SPAHP will enhance alumni and donor relations. Goal Leader: Evan Robinson

Objectives	Suggested Action Items	Resources	Responsible Individual(s)	Timeline	Benchmarks	Assessment Strategies	Updates/Results
Strengthen engagement between Faculty/staff and Office of Alumni and Donor Relations	Enhance communication and collaborate with University's Alumni and Donor Relations and SPAHP's Alumni Associate Board	UR Support UCOM support Fac Mtgs Invite UR Dashboards for production reports Dept. Appts of Fac	Director of SPAHP Alumni & School Relations Senior Health Science Communication and Marketing Strategist	Fall 2021	Create an AAB update section in SPAHP eNewsletter Disseminate monthly AlumWire email to faculty/staff A minimum of one dept faculty to participate in the AAB Present AAB reports bi-	Assessment/satisfaction survey of faculty Number of AAB reports to faculty	

		Funding for networking events for AAB and Faculty/Staff			<p>annually at faculty meetings</p> <p>Schedule one annual UR listening session with SPAHP faculty</p> <p>Identify faculty presenters/hosts for alumni engagements</p>		
	Enhance social media outreach and identify digital engagement opportunities	<p>People Support: UCOM support</p> <p>UR support</p> <p>Alumni champions</p> <p>Budget Support: Funding for License/Access to Platforms</p>	Director of SPAHP Alumni & School Relations Senior Health Science Communication and Marketing Strategist	Sept 1, 2021	<p>Determine 2 appropriate social media channels for alumni outreach</p> <p>Develop network of 7-10 SPAHP alumni, student, staff and faculty contributors to active social media campaigns</p>	<p>Audit of SPAHP social media platforms with UCOM metrics/best practices</p> <p>Number of posts/engagements to faculty and AAB</p> <p>Listing of network contributors to active social media campaigns</p>	
Focus on in-kind giving	Focus on soliciting non-monetary	People Support:	Director of SPAHP Alumni & School	Feb 1, 2022	5% increase in # leads/pitches of alumni stories to	Annual report of alumni/donor stories	

with young alumni	requests for 'in-kind' support from young alumni to build relationships and provide needed educational support services	UCOM & UR support HSCE office support Budget Support: Funding in budget for incentive gifts and discounts \$ for library reference database licenses	Relations, Senior Director of Development for SPAHP		UCOM/ACT compared to # stories published to trend up from Nov 2020 Establish one new SPAHP alumni award	Minutes from awards planning meetings	
	Incentivize alumni to play a more active role within the SPAHP (e.g., discounted/free online continuing education programming for alumni serving as preceptors and adjunct faculty)	HSCE	Director of SPAHP Alumni & School Relations, Senior Director of Development for SPAHP	Feb 1, 2022	Solicit 5 companies to sponsor CE	Number of agreements for CE sponsorship	