
ST. LOUIS COLLEGE OF PHARMACY
STRATEGIC PLAN

2005

MISSION

Our mission is excellence in pharmacy education, firmly grounded in and integrated with the sciences and the liberal arts. We are committed to the profession, the pharmaceutical sciences, and the advancement of pharmacy practice through an emphasis on student-centered learning, scholarly activity, and service to society.

VISION

Guided by our strategic plan:

The College will continue to advance contemporary educational approaches to student learning and integrate liberal arts and sciences with professional disciplines.

The College will continually enhance the campus environment to provide a wide range of social and cultural opportunities including the physical facilities necessary to support lifelong learning and professional development.

The College will be recognized, both regionally and nationally, as a pre-eminent educational institution that prepares its graduates in the pharmaceutical sciences and for the practice of pharmacy.

The College will achieve this vision in an atmosphere of mutual respect that is sensitive to the needs of students, faculty, and staff in their cultural, intellectual, and professional development.

THE PROCESS

At its September 2003 meeting, the Executive Committee of the College's board of trustees approved retaining the firm Triangle Associates to facilitate a new planning process. Triangle commenced an information-gathering phase, conducting interviews and focus groups with various College constituents. Interviews were held with members of College administration, the current and past board chairmen, various other board members, and a number of faculty and staff members.

Triangle also facilitated a planning session for the full board of trustees at their meeting in October 2003. Then, in December, Triangle facilitated an all-campus, all-day workshop involving faculty, staff, and trustees.

Material from all of the above sessions, interviews, and focus groups, along with key items identified in the College's 2002 accreditation report, were compiled, organized, and categorized into common themes. The themes fell into four broad issue areas: academics; students and student life; marketing and public relations (including alumni relations); and financial and physical resources.

Four committees, each with representation from faculty, staff, and the board of trustees, were then appointed in early 2004. The committees were charged with developing goals, rationale, and potential implementation tactics around each of the four issue areas. The reports of these four committees were finalized in early May 2004.

At the June 2004 meeting, the board of trustees held another planning session for the purpose of reviewing and providing additional input on the reports of the four committees. Subsequent to this June board meeting, a writing committee was appointed and charged with drafting a final proposed plan. The writing committee consisted of representatives from the faculty, staff, and board of trustees.

The writing committee met regularly throughout the summer of 2004 and adopted the format and content of the plan contained herein. The proposed plan was presented at a faculty meeting on Oct. 1 for any additional faculty comment and input. On Oct. 12, 2004, the final proposed plan was presented to the board of trustees. After thorough discussion and minor modification, the plan was approved by the board.

As a final step, the writing committee was charged with examining the College's mission and vision in the context of the approved plan. The writing committee's recommendations for revised mission and vision statements were reviewed by the College's academic divisions, resulting in the mission and vision statements contained herein.

C. Support an interdisciplinary and interprofessional approach in both health care and the educational offerings of the College.

Strengthening the collaboration among pharmacists and healthcare providers will increase professional cooperation, advance patient care, and promote a more well-rounded view of pharmacists' role in healthcare delivery.

Collaboration among academic disciplines will create a more integrated curriculum, which will improve graduates' knowledge of the healthcare system and enhance their ability to deliver pharmaceutical care.

By integrating appropriate technologies as they become available, the College will provide students with the most useful tools and the best possible learning environment.

Interprofessional teams have been introduced into the practice experience components of the curriculum.

Partnerships with other institutions of higher education have been explored, with the intent of fostering an interprofessional approach to health care.

Faculty, staff, and interprofessional teams have been introduced into the practice experience components of the curriculum.

D. Integrate appropriate technologies into the academic program to enhance the teaching and learning environment.

By integrating appropriate technologies as they become available, the College will provide students with the most useful tools and the best possible learning environment.

Students who are already using the most appropriate technology in their everyday lives will be better prepared for the ever-changing technology of their profession.

Faculty, staff, and students have increased their participation in collaborative research—both with other healthcare professionals and in other academic disciplines.

Faculty are using technology to tailor courses to meet the individual needs, interests, knowledge, and learning styles of students.

Faculty and staff have increased their participation in technology training.

Goals for faculty technological proficiency, and the means for achieving those goals, have been developed.

There is continuous assessment and development of student technology skills.

II. ENRICH THE LIVES AND EDUCATION OF OUR STUDENTS BY ACTIVELY PROMOTING A DIVERSE CAMPUS COMMUNITY.

OBJECTIVE(S)	RATIONALE	INDICATORS OF PROGRESS
<p>A. Promote respect for individual dignity across multiple dimensions of diversity, including but not limited to race, ethnicity, geographic/national origin, religion, age, socio-economic status, sexual orientation, and gender.</p>	<p>A diverse college experience will prepare students for life and practice in an increasingly multicultural society.</p> <p>A more diverse campus will enhance the cultural awareness of students, faculty, and staff, all of whom will benefit educationally, socially, and professionally from an environment sensitive to differences in learning styles, ideas, and beliefs.</p>	<p>There is ongoing dissemination of information regarding the broad diversity of the existing campus community.</p> <p>A proactive program of recruitment and retention of diverse faculty, staff, and students has been implemented. It places emphasis on racial diversity while also recognizing broader dimensions of diversity.</p> <p>Educational programming in the broader definition of diversity has increased.</p> <p>College-wide participation in multicultural activities has increased and includes interactions in diverse communities in the region.</p> <p>Alternative methods of assessing minority candidates for admission have been investigated.</p> <p>Minority alumni have been engaged in efforts to recruit and support minority faculty and students.</p>

D. Enhance student pride and involvement in the College.

Increasing student pride will help improve morale and help students develop a more positive attitude, resulting in a more successful overall experience.

Student pride will also benefit the College by increasing the likelihood that students will speak well of the College, recommend it to others, and remain involved as alumni.

Student satisfaction surveys indicate a measurable improvement in student pride and morale.

The governance role of Student Council has been strengthened, giving the organization a more recognized voice on campus.

More students are involved in the standing committees of the faculty, making decisions that affect students and campus life.

V. PROMOTE A CAMPUS-WIDE COMMUNITY BASED ON AN ATMOSPHERE OF PROFESSIONALISM AND COLLEGIALITY.

OBJECTIVE(S)	RATIONALE	INDICATORS OF PROGRESS
<p>A. Advance a culture of professionalism, mutual respect, integrity, and communication among and within the faculty, administration, staff, and students.</p>	<p>Clear and open communication will increase mutual understanding and respect among various constituencies on campus, fostering feelings of belonging and ownership.</p> <p>The expectation and modeling of professionalism and integrity will improve the morale of the entire campus community.</p>	<p>Clearly defined expectations for all college personnel are tied to measurable performance outcomes.</p> <p>A systematic faculty development program—including defined workload expectations, goal-setting, long-term professional development plans, and performance reviews—has been implemented.</p> <p>Communication among the College's various constituencies is assessed as part of the performance review process for all personnel.</p> <p>Satisfaction surveys measure improvement in trust and mutual respect among all constituencies.</p>

B. Follow a model of “participatory governance” for institutional leadership and management.

Participatory governance will improve the morale of the entire institution and strengthen strategic decision-making.

Participatory governance will also recognize each department’s area of expertise and vital contribution to the success of the College.

The faculty role in decision-making and governance is functional, active, and valued, while the responsibility for College operations remains within the structure of administrative expertise.

A common understanding of the Academic Freedom statement is continually promoted.

The system of faculty standing committees has been evaluated, and modified as necessary, so that these committees function in a more efficient and active manner.

Independent assessment and review of the College’s governance structure has been considered.

VI. EFFECTIVELY USE CURRENT RESOURCES AND PLAN FOR FUTURE CAMPUS IMPROVEMENTS OR EXPANSION.

OBJECTIVE(S)	RATIONALE	INDICATORS OF PROGRESS
<p>A. Maximize the effective use of existing space and land and expand facilities as required.</p>	<p>By acquiring property and using existing space and land more effectively, we will be able to meet current demands for parking and on-campus housing, which exceed present capacity. We will also create space for changes in academic programs and increase our flexibility for future growth.</p>	<p>Facility needs and options have been evaluated, including the feasibility of acquiring additional land/property.</p> <p>Current and potential classroom-use patterns have been designed to approach optimal efficiency without threatening effective instruction.</p>

B. Protect and enhance the overall financial performance of the College.

Continued positive financial performance will allow the College to respond to changing fiscal demands.

All current programs, degrees, course offerings, and support operations have been reviewed to ensure that we meet demands and student needs in a cost-effective manner while maintaining high quality.

There is periodic review of the compensation program for College employees to maximize retention of personnel.

C. Continue to develop and integrate technology in support of increased operational efficiency and productivity.

Appropriate technology will increase efficiency and productivity and help provide decision-makers with important data on which to base policies and procedures.

Technology can also provide financially viable alternatives to the expansion of facilities.

More quality online educational opportunities are available and are being used.

Appropriate technological tools are available as needed to deliver the educational program.

Campus data systems have been integrated for efficiency.

Continued improvements are being made in the performance and utility of the College website.

VII. PROMOTE AWARENESS OF THE COLLEGE'S VALUE TO THE COMMUNITY, THE PROFESSION, AND HIGHER EDUCATION.

OBJECTIVE(S)	RATIONALE	INDICATORS OF PROGRESS
<p>A. Further increase public recognition and valuing of the College through pharmacy information, educational programs, and professional services.</p>	<p>Increased interaction with the public, locally and nationally will increase the College's visibility and value as a unique source of information and expertise.</p> <p>Public recognition of the College will promote new opportunities for collaboration with outside organizations.</p> <p>Public recognition of the College's excellence will help attract and retain outstanding faculty and students and enhance alumni relationships.</p>	<p>The expertise of the College is more widely accessed by the public and the media.</p> <p>We have expanded our outreach, both clinical and non-clinical, to underserved populations in the community.</p> <p>There is increased faculty involvement on committees and boards of organizations in the community that could benefit from their perspective and expertise.</p> <p>Additional programs promote the profession of pharmacy.</p> <p>An increased number of programs and events reach outside the campus and into the surrounding community.</p>

B. Increase community awareness of the College through a comprehensive marketing plan.

By achieving a more visible presence, both nationally and locally, the College will reach a broader population outside the pharmacy community. The local community, especially, will become more aware of our presence as an independent college of pharmacy.

Increased community awareness will also create pride and unity throughout the College community.

A comprehensive marketing plan has been developed and is being implemented.

Periodic assessments of the community's awareness of the College are conducted to measure marketing effectiveness.