GIANT LEAPS in Pharmacy:
Achieving the Highest Level of Excellence

Strategic Plan
Purdue University
College of Pharmacy
2018-2023

Preamble

In May 1961, President John F. Kennedy challenged our nation to "commit itself to achieving the goal, before this decade is out, of landing a man on the moon and returning him safely to the earth." Thus, began one of the boldest endeavors in human history. Then on July 20, 1969, Purdue alumnus Neil Armstrong realized this "moonshot" dream for all humanity uttering the famous words *"That's one small step for man, one giant leap for mankind."*

Giant Leaps. For 150 years, Purdue University has stood as an exemplary land-grant institution of higher learning – advancing cutting-edge discoveries, preparing leaders, and engaging the grand challenges of society and the world.

Since 1884, the Purdue College of Pharmacy has been a leader in pharmacy education and research in the pharmaceutical sciences. Looking to our future, the College seeks to identify our "Giant Leaps." Those transformative efforts that truly represent moving to the highest level of excellence in all that we do. Grounded in our vision, mission, and core values, the College will move forward together to achieve the goals and initiatives outlined in this Strategic Plan.

This document provides intentional strategic direction for our future. The plan will be important to guide decisions related to investments of both human resources (time and effort) as well as financial resources. The initiatives will be evaluated and re-prioritized on an annual basis to ensure that the College is responsive to changes in higher education, healthcare, pharmacy practice, and the pharmaceutical sciences.

This plan represents the efforts of faculty, staff, students and alumni who are deeply committed to the success of Purdue Pharmacy. Together as the Purdue Pharmacy family, we will implement this plan realizing our shared vision and accomplishing truly "Giant Leaps" in pharmacy.

<div style="text-align:right">

- Eric L. Barker
Dean

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Vision

The Vision for the Purdue University College of Pharmacy is to transform the practice and science of pharmacy to lead advances in human health.

We will achieve this vision by being **bold** leaders, moving **together** to the **highest level of excellence** in our teaching, discovery, and patient care.

Mission

To prepare the next generation of leaders in pharmacy and the pharmaceutical sciences. To achieve this mission, we will:

1) Educate and train students to become leading pharmacists and scientists,
2) Advance scientific discovery and development, and
3) Maximize global health outcomes through patient care and public service.

Core Values

As a land-grant institution, Purdue University and the College of Pharmacy are committed to a distinguished tradition in higher education. Underlying all elements of our Strategic Plan are our core values:

- Accessibility
- Accountability
- Collaboration
- Collegiality
- Diversity & Inclusion
- Excellence
- Honesty & Integrity
- Innovation & Impact
- Leadership
- Wellness

Process

To develop this Strategic Plan, the dean appointed six Task Forces composed of faculty, staff, students, and alumni to develop aspirational goals and initiatives in six strategic areas. A larger survey to all faculty, staff, students, and alumni as well as the Deans Advisory Committee was used as an environmental scan for initial collection of ideas related to strategic directions.

The overall process was led by the Strategic Plan Guidance Committee formed by the Dean and six key leading alumni or stakeholders with a proven track record of strong leadership abilities. Each Task Force was chaired by one of the six alumni/stakeholders.

Task Force Chairs:

- **Academic Programs** - Marilyn Speedie, Former Dean, University of Minnesota College of Pharmacy
- **Research & Innovation** – Steve Nail, Principal Scientist, Baxter
- **Innovations in Pharmacy & Healthcare** – Christopher Scott, Vice-President of Clinical Services, Eskenazi Health; Greg Wasson, Former President and CEO, Walgreens
- **Faculty & Staff Investments** - Jim Kehrer, Former Dean, College of Pharmacy, University of Alberta, Washington State University
- **Student Experience & Success** – Johnnie Early, Dean, University of Toledo College of Pharmacy and Pharmaceutical Sciences
- **Alumni Engagement** - Nancy Lilly, Vice President, Marketing, Emerging Market Business Unit for Eli Lilly and Company.

The chair and on-campus co-chairs were responsible for collecting ideas, drafting statements, and submitting the draft recommendations. The College Executive Committee along with the Faculty and Staff Councils served as initial reviewers of the work of the Task Forces and developed the draft Strategic Plan document. The draft document was reviewed by the faculty, staff, and Deans Advisory Council.

The final Strategic Plan was approved by the College faculty on December 17, 2018.

1. Achieving Excellence in Academic Programs

Doctor of Pharmacy Program

Background

The faculty have invested heavily of time and energy to create and implement a new curriculum that will graduate its third class in May 2018. In general they are satisfied with the results but see room for improvements that are captured below. NAPLEX results from the graduating classes are excellent. Purdue's international presence is seen as a strength. An interprofessional curriculum is being implemented. Concerns were raised about the isolation of under-represented minority students, attitudes toward community practice, environmental changes in community practice, facilities, the cost of higher education, preceptor and site limitations and the split campus. Purdue College of Pharmacy is distinct in that approximately 70% of its entering class comes from 2 year pre-pharmacy at Purdue, yet there is a substantial cohort from out-of-state and other colleges, a higher percentage of whom have a prior BS. The impact of this differential in pre-pharmacy education has not been fully explored but in general the faculty do not think it is a problem.

Aspirational Goals for the PharmD program

Goal 1. Apply transformational learning principles for the current learner that foster the development of creative thinkers, adaptive leaders, and change agents.

Initiative: Refine the APE Process for enhanced growth of the student from P1 to P4 year	
Responsible: APE Task Force (Dean to appoint)	**Timeline:** Plan due April 1, 2020
Measure of Success:	

Goal 2. Exceed Professional Program Outcomes, with emphasis on effective communication, empathy and integrity, advocacy for the profession and patients, progressive pharmacy practice, and evidence-based decision making.

Initiative: TBD	
Responsible:	**Timeline:**
Measure of Success:	

Goal 3. Provide innovative didactic and experiential curricula aligned with contemporary pharmacy practice models.

Initiative: Adjust for gaps, overlap integration and sequencing	
Responsible: PharmD Curriculum Cmte	**Timeline:** Due Nov. 15, 2019
Measure of Success:	

Initiative: Create structured opportunities to allow students to explore their specific interests such as global health, research, industry, nuclear or other practice areas	
Responsible: PharmD Curriculum Cmte	**Timeline:** Due April 1, 2020
Measure of Success:	

Initiative: Expand the use of adjunct or non-faculty practitioners to supplement teaching capacity within the curriculum	
Responsible: Heads and Dean	**Timeline:** Due Feb. 1, 2020
Measure of Success:	

Goal 4. Become the model for interprofessional education for schools that are not based on an academic health center campus.

Initiative: Finalize implementation of the required interprofessional education curriculum	
Responsible: Director, IPE	**Timeline: Due** Fall 2021
Measure of Success:	

Initiative: Assess improvements in attitudes, knowledge, and skills related to successful participation interprofessional team-based care	
Responsible: Director, IPE	**Timeline:** Due May 1, 2020
Measure of Success:	

Initiative: Disseminate scholarly contributions on successful interprofessional education experiences on non-academic medical center campuses	
Responsible: Director, IPE	**Timeline:** Due Dec. 1, 2020
Measure of Success:	

Goal 5. Create an inclusive environment that supports opportunities for excellence and expanded diversity in the student body, as well as staff and faculty.

Initiative: Provide diversity training for students, faculty, and staff that includes the four-dimensional diversity model: Personality, Internal Dimension, External Dimension and Organizational Dimension. This model demonstrates that diversity is inclusive of everyone.	
Responsible: Diversity & Inclusion Committee	**Timeline:** April 1, 2020
Measure of Success:	

Goal 6. Promote the cohesiveness of faculty across departments and across all College of Pharmacy sites by increasing collaboration and innovation for the purpose of developing integrated curricula and enhancing student learning.

Initiative: Create a college-wide process for faculty to collaborate on teaching to improve integration of topics and decrease redundancy	
Responsible: PharmD Curriculum SubCommittee	**Timeline:** April 1, 2020
Measure of Success:	

Goal 7. Actively evaluate, apply and assess evidence-supported, contemporary learning approaches.

Initiative: Overlap with Student Experience & Success Goal 4	
Responsible:	**Timeline:**
Measure of Success:	

Graduate Programs

Background

There is robust set of three excellent graduate programs, Medicinal Chemistry and Molecular Pharmacology, Industrial and Physical Pharmacy, and Pharmacy Practice, and produced self-studies, had external reviews and responded to those review recommendations. The collegiate response to the reviews resulted in four initiatives across programs: 1) individual development plans for graduate students, 2) career development with two components – an introductory course on research conduct, professional skills and leadership, 3) student recruitment to recruit local and regional students, including underrepresented minorities, and 4) expanding enrollment in dual degree (PharmD-PhD) students in all three programs. There are also initiatives specific to each program. The additional goals that follow are broader, longer range goals that cut across the programs and the college. They are not intended to displace to initiatives started as a result of the review. It would be wise to prioritize the entire set of initiatives to determine what to do first.

Aspirational Goals for Graduate Programs

Goal 1: Provide an environment that enables students to capitalize on the unique benefits of pursuing a graduate degree in the College of Pharmacy, including cross-disciplinary collaboration and professional development.

Initiative: Develop mechanisms to have a more integrated graduate student body across the programs.   • CoP graduate student introductory course

• CoP graduate research night • CoP student-organized research symposium, including research presentation (15 min/student; 3 min thesis talk); other "power skills"-IP knowledge, career development, etc	
Responsible: Graduate Programs & Policies Cmte	**Timeline:** Fully implemented by May 1, 2020
Measure of Success:	

Initiative: Design additional career development activities that address diverse careers paths. • Career options outside of becoming scientists. Career development/career exploration in Graduate Intro course, Graduate research night, and college wide seminars.	
Responsible: Graduate Programs & Policies Cmte	**Timeline:** Plan developed by March 15, 2020
Measure of Success:	

Goal 2: Increase the number of local and regional students, including underrepresented students, recruited into all graduate programs.

Initiative: Engage the Director of Diversity Initiatives in graduate chairs meeting and graduate admission.	
Responsible: Graduate Programs & Policies Cmte	**Timeline:** December 1, 2019
Measure of Success:	

Initiative: Actively recruit at nearby universities by graduate chairs/departments (e.g., IUPUI, U of Illinois, IU schools)	
Responsible: Graduate Programs & Policies Cmte	**Timeline:** By October 1, 2020
Measure of Success:	

Goal 3: Enhance graduate education opportunities by expanding existing programs, creating new programs, and engaging stakeholders and new partners.

Initiative: Develop interdisciplinary multi-track professional science Masters degree in pharmaceutical sciences.	
Responsible: Graduate Programs & Policies Cmte	**Timeline:** Approved by Graduate Council fall 2019; implement fall 2020
Measure of Success:	

Initiative: Core competency training, including Graduate Ethics course, Graduate research night, Grant-writing course.	
Responsible: Graduate Programs & Policies Cmte	**Timeline:** Plan for implementation August 15, 2020
Measure of Success:	

BS in Pharmaceutical Sciences

Background

The BSPS program has about 40-50 students enrolled per class. As they graduate they go about 50% on to graduate study (Medical School, Pharmacy School, or MS/PhD programs) and 50% to jobs. There is concern among the faculty that the students are siloed from the PharmD students and there is a different level of commitment and resources allocated to the BSPS program. Concerns also encompass facilities, introducing biologics into the curriculum, and changing career opportunities for the graduates.

Aspirational Goal for the BSPS program

Goal 1: Develop a brand and identity that embraces the commitment of the BSPS to serve basic and applied pharmaceutical sciences endeavors outside of the practice of pharmacy and assess the extent to which the program is achieving this goal.

Initiative: To collect and analyze information that enables effective actions for establishing identity of degrees and career paths with impact on: a) student recruiting and b) engagement of outside constituents and partnerships.	
Responsible: BSPS Committee	**Timeline:** Due Feb. 15, 2020
Measure of Success:	

Initiative: To establish a public image using an electronic forum that defines the breadth and scope of pharmaceutical sciences and establishes a framework for degrees in the College of Pharmacy and the associated career paths. The approach will include reframing the landscape of pharmaceutical sciences by constructing a web portal optimized for engagement of all constituents.	
Responsible: BSPS Committee	**Timeline:** Due July 1, 2020
Measure of Success:	

2. Achieving Excellence in Research & Innovations

Goal 1: Improve both the quality and the quantity of research interaction between all departments within the College of Pharmacy.

Background

There is a general consensus among the Research and Innovation Task Force members that College of Pharmacy faculty members could increase interdepartmental collaboration. In particular there may be opportunities to combine strengths between faculty members that focus on *in vitro* research and those that focus on *in vivo* research. Taking specific steps to facilitate this interaction will catalyze translational research, foster innovation, and enrich the environment of the College of Pharmacy.

Initiative: Establish a College-wide Research Day	
Responsible: Associate Dean for Research/Associate Dean for Graduate Studies	**Timeline:** Due Fall 2021
Measure of Success:	

Initiative: Promote the establishment of interdepartmental research networks, retreats, and seminars on specific research areas within the COP.	
Responsible: Associate Dean for Research/Department Heads	**Timeline:** Due Spring 2020
Measure of Success:	

Goal 2: A state of the art research environment. This includes not only more space, but also having facilities located in such a way as to promote research collaboration, as well as an improved technical infrastructure for support of research.

Background

There are actually two components to this aspirational goal. One pertains to physical facilities for research, including adequate space. Location of these facilities is important to the aspirational goal listed above, which deals with building an environment that promotes collaboration and faculty interaction. In addition, the results of the strategic planning survey indicated a body of opinion that technical support of research could be better. This goes beyond service and maintenance contracts, to include more senior level technical staff that are able to act as research collaborators with faculty, as well as to train and mentor students as developing scientists and to act as subject matter experts in scientific instrumentation.

Initiative: Develop a comprehensive facility plan for the College	
Responsible: Dean/Assoc Dean for Research	**Timeline:** September 1, 2019
Measure of Success:	

Goal 3: The College of Pharmacy will develop and expand our expertise in the field of precision medicine, with the ultimate goal of becoming a leader in this field

Background

Precision medicine can be thought of as the tailoring of medical treatment to the individual characteristics of each patient. The idea is not new, but advances in science and technology offer increasing promise for development of targeted therapeutics and diagnostic tools for predicting which patients will respond favorable to a specific drug, as well as to minimize cost, and potential adverse effects, associated with ineffective treatments. Precision medicine holds promise for enhancing the drug development process by improving the probability of success of drug candidates. The multidisciplinary nature of precision medicine – pharmacogenomics, diagnostics, medical imaging, computational biology, clinical trial design, regenerative medicine – requires a highly interactive research environment.

Initiative: Invite presentations from external speakers on various aspects of precision medicine and conduct internal tutorial sessions.	
Responsible: Heads/Associate Dean for Research	**Timeline:** Due Spring 2020
Measure of Success:	

Initiative: Prioritize precision medicine as an area of expertise in new faculty hires	
Responsible: Heads/Dean	**Timeline:** FY20-FY22
Measure of Success:	

Initiative: Encourage sabbaticals at centers of excellence in precision medicine.	
Responsible: Heads/Associate Dean for Research	**Timeline:** FY20-FY22
Measure of Success:	

Goal 4: The College of Pharmacy will have a strong presence in pharmaceutical biotechnology, both in teaching and in research.

Background

The new product pipeline in the pharmaceutical industry is heavily slanted toward large molecule therapeutic agents. This requires specialized training in the fundamentals of biotechnology, including drug discovery, drug development, and drug use in a clinical setting. Pharmaceutical biotechnology is defined rather broadly, to include cell-based therapies, engineering/design of therapeutic proteins and peptides, biophysical characterization of proteins, stabilization strategies, unit operations in upstream and downstream processing, and fill/finish operations.

Initiative: Prioritize pharmaceutical biotechnology area in new faculty hires.	
Responsible: Heads/Dean	**Timeline:** FY20-FY22
Measure of Success:	

Initiative: Develop connections to centers of excellence in pharmaceutical biotechnology, and take advantage of opportunities for sabbaticals and collaborative research.	
Responsible: Heads/Associate Dean for Research	**Timeline:** FY20-FY22
Measure of Success:	

Initiative: Invite presentations from external speakers on various aspects of pharmaceutical biotechnology and conduct internal tutorial sessions.	
Responsible: Heads/Associate Dean for Research	**Timeline:** Due Spring 2020
Measure of Success:	

3. Innovations in Pharmacy & Healthcare

Goal 1: Position pharmacists in all practice settings to optimize patient outcomes

Background

There is increasing evidence and recognition of the important role that appropriate medication optimization plays in patient outcomes. Pharmacists, as medication experts, are uniquely positioned amongst health care professionals to positively affect those patient outcomes and to demonstrate the strongest value and quality of the healthcare dollar.

Initiative: TBD	
Responsible:	Timeline:
Measure of Success:	

Goal 2: To enhance the relevance and accessibility of the pharmacy profession to all stake holders in the healthcare value chain

Background

The importance and value of team-based models of care has become an emphasis of national policy and reimbursement models. Pharmacists need to be positioned and prepared to practice at the top of their license to integrate themselves into these teams across the continuum.

Initiative: Create a Center for Practice Excellence that will accomplish the following:
  a. Develop collaborative partnerships with external employers, professional organizations, and healthcare facilities to increase accessibility and develop novel practice and practice-based research opportunities
  b. Develop collaborative partnerships with Purdue Human Resources to explore cost-savings and value-based programs for beneficiaries and ensure employees have access to pharmacist services
  c. Host one or more statewide best practice summits
  d. Expand and/or establish rotational opportunities in sites that utilize innovative practice models	

Responsible: Task Force (PHPR Head appointed)	Timeline: Preliminary plan developed by Feb. 1, 2020
Measure of Success:	

Initiative: Advocate for legislative efforts relevant to the profession of pharmacy.	
Responsible: PHPR Executive Committee	Timeline: Plan developed by August 1, 2020
Measure of Success:	

Goal 3: To produce pharmacist leaders who effectively apply patient centered pharmacotherapy, advocacy, and innovative technology

Background

The healthcare environment continues to progress at a very rapid pace. The College of Pharmacy must be able to evolve and lead innovatively in the process of developing leaders who are patient centered disruptive thinkers.

Initiative: Develop innovative progressive simulation and objective structured clinical exam (OSCE) activities	
Responsible: PPL Committee	**Timeline:** April 1, 2020
Measure of Success:	

Initiative: Integrate curricular content with existing data science programs at the University	
Responsible: Data Science Task Force (Dean to appoint; Chair-J. Thomas)	**Timeline:** January 15, 2020
Measure of Success:	

Initiative: Expand novel pharmacy curriculum/coursework offerings a. Evaluate dual degree offering such as a combined PharmD with MPH or MBA	
Responsible: Associate Dean for Academic Affairs	**Timeline:** October 1, 2020
Measure of Success:	

4. Excellence in Faculty & Staff Investments

Background

Faculty and staff members within the College of Pharmacy comprise the core that enables us to (a) provide a high quality education to our pharmacy and graduate students, (b) perform world-class research, and (c) be leaders in engagement and patient care. Maintaining excellence requires investments in these individuals. To assure excellence in the coming years, the following aspirational goals and initiatives were developed as a roadmap for the College.

Goal 1: Recruit, develop, and retain outstanding and diverse faculty and staff members

Initiative: Improve hiring diversity with respect to culture, race/ethnicity, gender, and expertise	
Responsible: Dean/Heads	**Timeline:** FY20-FY22
Measure of Success:	

Initiative: Increase the number of named/endowed and distinguished professorships across all departments – including those supporting teaching and clinical service in addition to research.	
Responsible: Dean/Heads	**Timeline**: FY20-FY22
Measure of Success:	

Goal 2: Provide an environment that enables individuals to be preeminent leaders in learning, discovery, engagement, and patient care

Initiative: Review faculty staff survey and focus group data to identify efforts to improve environment.	
Responsible: Executive Committee	**Timeline:** Proposed strategies due to faculty by Dec. 1, 2019
Measure of Success:	

Initiative: Develop and implement a formal mentoring program for all faculty and staff members	
Responsible: Heads/Dean	**Timeline:** Due May 1, 2020
Measure of Success:	

Initiative: Develop a system to facilitate support staff members keeping up with new knowledge and technology	
Responsible: Dean/IT Director/Staff Council	**Timeline:** Due March 1, 2020
Measure of Success:	

Goal 3: Foster togetherness as faculty and staff members

Initiative: Develop activities that enhance college "sense" of togetherness.	
Responsible: Staff & Faculty Councils/Executive Committee	**Timeline:** February 1, 2020
Measure of Success:	

5. Achieving Excellence in Student Experience & Success

Background

Fundamentally, in carrying out the College of Pharmacy's mission of preparing the next generation of leaders in pharmacy and the pharmaceutical sciences, we must assure that our students are provided with the tools to be successful, both in and out of the classroom. This applies across every level of our programs, from pre-pharmacy through graduate programs. Assuring that our students have the knowledge, skills, and the tools to be successful personally, academically, and professionally extends beyond the classroom and should be considered one of the core responsibilities of the College in preparing our students for future success.

Goal 1: Provide and encourage opportunities for meaningful faculty mentorship of students to allow all students affiliated with the College of Pharmacy to develop and mature personally, academically and professionally

Initiative: Determine appropriate faculty – student engagement requirements across all academic levels (undergrad, professional, graduate)	
Responsible: Task Force (Dean to appoint)	**Timeline:** Report due April 15, 2020
Measure of Success:	

Initiative: Develop a statement of expectation regarding extent of faculty involvement with students to be included in faculty normative expectation documents.	
Responsible: Department Heads	**Timeline:** January 15, 2020
Measure of Success:	

Goal 2: Challenge and empower students to become role models, advocates and leaders in their profession, and support opportunities to play meaningful roles in the local, state, national and international recognition of their area of practice or science.

Initiative: Establish a dedicated pathway for professional advocacy, including expectations, education and community engagement.	
Responsible: Career Development Council	**Timeline:** Due October 1, 2020
Measure of Success:	

Initiative: Provide training and mentoring for students interested in enhancing advocacy skills in the professional arena.	
Responsible: Career Development Council	**Timeline:** Due October 1, 2020
Measure of Success:	

Initiative: Create pathways for students at undergraduate, professional, and graduate levels to enhance networking skills via structured training and performance opportunities.	
Responsible: Career Development Council	**Timeline:** Due December 1, 2019
Measure of Success:	

Goal 3: Provide students with opportunities and resources dedicated to enhancing and supporting students' knowledge and understanding of their overall total wellness (physical, mental, spiritual and emotional) as they matriculate through the College of Pharmacy and associated programs.

Initiative: Establish college-level leadership for wellness initiatives.	
Responsible: Dean	**Timeline:** September 15, 2019
Measure of Success:	

Initiative: Review and restructure all orientation programs to instruct students on basic tools to help alleviate stress and improve wellness • Incorporate stress management and wellness information, techniques and resources • Introduce and promote participation in campus-wide wellness initiatives	
Responsible: Associate Dean for Academic Affairs/OSS	**Timeline:** March 1, 2020
Measure of Success:	

Initiative: Evaluate how the current curriculum impacts student wellness to determine effective ways to enhance learning and education outcomes.	
Responsible: Associate Dean for Academic Affairs/OSS	**Timeline:** April 15, 2020
Measure of Success:	

Goal 4: Develop a plan to enhance student learning and assessment through advancing technologies to provide students with the tools to be successful both academically and professionally.

Initiative: Determine student expectations for utilization of advancing technologies and how they play a role in the ability to learn materials	
Responsible: Assistant Dean for Learning & Assessment	**Timeline:** December 2, 2019
Measure of Success:	

Initiative: Evaluate role of technology in the pharmacy curriculum (technology with a purpose, not just for show	
Responsible: Assistant Dean for Learning & Assessment	**Timeline:** March 15, 2020
Measure of Success:	

Initiative: Establish funding sources for technology enhancements, faculty training and development, etc.	
Responsible: Assistant Dean for Learning & Assessment/Dean	Timeline: October 20, 2020
Measure of Success:	

6. Achieving Excellence in Alumni Engagement

Background

The Purdue University College of Pharmacy is one of the leading schools of pharmacy in the United States. Traditionally ranked among the top ten in the nation, it strives to be a center of excellence in teaching, patient care, and research. As an institution, that prides itself on a culture of continuing advancement and improvement, the College recognizes the need to be challenged in its thinking. Excellence can only come from a willingness to solicit input and listen to ideas from many sources. A primary source of valuable input comes from its alumni.

The College aspires to build upon a culture that fosters strong emotional ties and relationships with its alumni in the areas of philanthropy, advocacy, and volunteerism. A focus on building community, both internally and externally, has resulted in admirable levels of participation by alumni in giving financially to the College. With a highly competitive landscape for state and federal funding, a steady and strong stream of donations is vital to advancing the College's work. In addition, we need alumni to give of their time and talents. Engagement is not a one-time event; it must span across an alumni's lifetime.

Investments in projects and resources targeted to foster relationships with alumni are necessary to achieve higher levels of engagement. We can better identify, reach, and communicate with alumni by utilizing advanced social media technologies and platforms. Connecting students and faculty with alumni is a positive win-win in terms of contacts, mentoring relationships, and new ideas. Efforts must be targeted to create a value proposition for all involved. The payoff of an engaged alumni base is a vital link in the College's long-term success.

Goal 1: Engage all key stakeholders (students, faculty, staff, & alumni) to foster dynamic and meaningful relationships.

Initiative: For students: Actively encourage mentoring relationships between students and alumni. Upgrade current mentoring programs to include more structure, training, and broader participation of the student class.	
Responsible: Development Team/Alumni Relations Manager	**Timeline:** January 15, 2020
Measure of Success:	

Initiative: For faculty/staff: Develop and implement a communication plan to educate the faculty about the alumni/development office and provide talking points for faculty about activities.	
Responsible: Development Team/Alumni Relations Manager	**Timeline:** December 1, 2019
Measure of Success:	

Initiative: For alumni: Increase utilization of the College of Pharmacy on the Road format for alumni engagement. Broaden efforts to include private meetings with the Dean and hosting cocktail parties and receptions with presentations about the College at major companies and in geographic clusters. Invite faculty to participate in these events.	
Responsible: Development Team/Alumni Relations Manager	Timeline: March 1, 2020
Measure of Success:	

Goal 2: Increase engagement outreach to alumni outside of the Midwest (e.g. international and bi-coastal).

Initiative: Develop a plan to better utilize business networking tools (ie, LinkedIn or similar) to communicate and interact with alumni. Link the networking tool to the Purdue Alumni Association for maximum effect, if possible.	
Responsible: Development Team/Alumni Relations Manager	Timeline: October 1, 2019
Measure of Success:	

Initiative: Partner with Purdue Alumni Association for alumni road trips and local club visits to engage alumni outside the Midwest.	
Responsible: Development Team/Alumni Relations Manager	Timeline: April 1, 2020
Measure of Success:	

Goal 3: Tailor engagement efforts to recognize alumni lifecycle to increase participation in philanthropy, advocacy and/or volunteerism.

Initiative: Create opportunities to champion advocacy for the College of Pharmacy. Engage alumni in recruiting activities, mock interviews, the admission selection process, and resume reviews. Consider characteristics of the various age or generation of alumni in identifying appropriate engagement opportunities.	
Responsible: Development Team/Alumni Relations Manager	Timeline: May 1, 2020
Measure of Success:	

New graduates (0-10 years in workforce):
Single
- Evenings preferred
- Scaled giving at this stage in life
- Will expect a meaningful return on investment
- Utilize online events and social media
- Offer more local events

Young Family
- No evening events
- Utilize family friendly locations
- Scaled giving at this stage in life
- Increased participation in advocacy and volunteerism
- Ensure activities offer a meaningful return on investment for the alumni to sacrifice family time
- Utilize online events and social media
- Offer more local events where they reside

Mid-Career (11-20 years in workforce)
- Willing to share about careers
- Next generation of major gift donors
- Children going to or in college
- Ready for more campus trips
- Good candidates to mentor students
- Willing advocates

Late Career (21-40 years in workforce)
- Willing to share and host events
- More finances and resources – can contribute more money and time
- Empty nesters
- Good candidates for hub coordinators
- Engage on pharmacy boards and councils
- Willing advocates

Retirees (41+ years in workforce or out of workforce)
- Grandchildren
- Want to reconnect
- Ultimate gifts
- Time to give
- Educate on support opportunities
- Willing advocates

Goal 4: Maximize the benefits of alumni engagement to create a win-win for both alumni and the College.

Initiative: Ensure a value proposition is created wherever possible for alumni in the interactions they have with the College of Pharmacy. Provide continuing education (CE) or professional development during regional receptions.	
Responsible: Development Team/Alumni Relations Manager	**Timeline:** September 1, 2019
Measure of Success:	

Goal 5: Purposefully engage diverse alumni to enhance inclusivity.

Initiative: Improve contact information for URM alumni to ensure that our communications reach an audience that is both broader and more targeted.	
Responsible: Diversity & Inclusion Cmte/Alumni Relations Manager	Timeline: Plan due December 1, 2019
Measure of Success:	

Initiative: Produce a targeted publication strategy that ensures that the College of Pharmacy's communications are inclusive of diverse alumni and relevant topics.	
Responsible: Diversity & Inclusion Cmte/Communications Manager	Timeline: Due January 15, 2020
Measure of Success:	

Initiative: Establish measurable goals to increase participation from diverse alumni in existing and new College of Pharmacy programming.	
Responsible: Diversity & Inclusion Cmte/Alumni Relations Manager	Timeline: Due April 1, 2020
Measure of Success:	

Metrics for Success

Achieve measures of excellence comparing to peers institutions:
Ohio State University, University of Arizona, University of California San Francisco, University of Iowa, University of Michigan, University of Minnesota, University of North Carolina, University of Washington, University of Wisconsin,

Metrics:
Total extramural funding
NIH funding
Federal funding (all sources)
# of faculty as professional Fellows
# of faculty board certified
# of publications per faculty
# of patents granted
# of patents filed
Publications per faculty
Total College Endowment Value
Annual Fundraising (including % alumni participation)
Demographics of faculty, staff, and students
US News & World Report ranking
% PharmD graduates pursuing postgraduate residency
% PharmD graduates pursuing other postgraduate training

Each strategic initiative will define outcomes and measures for success that relate specifically to that initiative.

Strategic Plan Task Forces

Academic Programs
Marilyn Speedie, chair
Greg Hockerman, co-chair
Tonglei Li
Kim Plake
Jo Davisson
Zach Weber
Rodolfo Pinal
Chris Rochet
Amy Sheehan

Research and Innovation
Steve Nail, chair
Val Watts, co-chair
Jim Tisdale
Emily Dykhuizen
Yoon Yeo
Chang Deng Hu
Lynne Taylor
Robert Stahelin
Brian Overholser

Faculty and Staff Investments
Jim Kehrer, chair
Karen Hudmon, co-chair
ZhongYin Zhang
Tony Zhou
Dan Flaherty
Markus Lill
Brian Shepler
Darci Trader
Jamie Woodyard

Innovations in Pharmacy Practice & Healthcare
Chris Scott, co-chair
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