

**ALBANY  
COLLEGE OF  
PHARMACY  
AND HEALTH  
SCIENCES**

**STRATEGIC  
PLAN**

2019–2024

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# MESSAGE FROM THE PRESIDENT

Our strategic planning process began with a gathering of our Senior Leadership Team at a retreat in January 2018. Over the following months, a variety of formats were used to engage our campus community in various features of the Plan. During this time, the campus community grappled with the basic elements of the Plan. Broadly speaking, this discussion was broken into the following sequential components:

- Mission, Vision, and Core Values
- Ideation
- Prioritization and Implementation

Each of these stages has a story and the input from different individuals and groups figured prominently in the story. For instance, student input was crucial in elevating “respect” as one of our core values. Faculty, staff, students, and the Board of Trustees actively engaged in this process in a thoughtful manner that put the betterment of the College first.

The Strategic Plan secures the future of the College in two ways. First, it defines who we are. Our mission statement, core values, and most importantly, our Vision Principles provide an identity for us. That identity gives us a certain set of “guardrails” and provides guidance on where we should focus our institutional energy.

Second, the Plan works to secure our financial future. As a highly tuition dependent institution, our most crucial activity is to recruit and retain more students. We need to make our College attractive to current and future generations of students. We will do this by providing the best academic programs we can; by providing the best student experience, both inside and outside the classroom; by providing our students with new and attractive career opportunities; and by providing a student centered environment—physically, socially, and intellectually.

I am confident that by executing the initiatives of our Strategic Plan, we can make ACPHS a stronger, more vibrant College whose future is bright.

I want to thank the innumerable people who gave their time, energy, and vision to forming this Plan. Some did it in small ways that made a discernible difference. Many contributed much more than they would have imagined. Throughout each stage, we lived the core values: student centered, integrity, respect, collaboration, and community. These values will continue to guide us into the future as we live out our mission of educating the next generation of leaders to improve the health of our society.

**T. GREGORY DEWEY**  
*President*

## MISSION

**We educate  
the next  
generation  
of leaders  
to improve  
the health of  
our society.**

## VISION PRINCIPLES

1

We will be a college offering preeminent degree programs in the health sciences while maintaining pharmacy at its core. These programs will feature the integration of the basic, clinical, and population health sciences.

2

We will be a small, independent college with high academic standards and will foster an academic, physical, and social environment that is student-centric.

3

We will expand our scholarship endeavors to create new knowledge and enrich the student experience.

4

We will educate students to be global citizens and prepare them for careers in the health professions and life sciences industries.





## CORE VALUES

VALUE	QUALITIES AND CHARACTERISTICS
<b>Student Centered</b>	Mutual respect; positive and engaging interactions; efficient delivery of student and career services; quality mentoring and advising; accessible faculty and staff; holistic co-curricular activities; support services for personal and academic growth; first-class living and learning environment; life-long connections and relationships
<b>Integrity</b>	Honesty; trust; principles; accountability; responsibility; doing the right thing even when no one is looking; understanding that wherever we are, we represent the College and should always behave in a way that reflects positively on ourselves and the institution
<b>Respect</b>	Recognition; providing an environment with open channels for feedback; professional courtesy; demonstrating an appropriate level of behavior; exhibiting care, concern, and consideration of others
<b>Collaboration</b>	Removing silos; institutional goals come first; openness; working harmoniously to strengthen and advance the college; incorporating a student focus; placing the institution first; trust; encouraging teamwork
<b>Community</b>	Shared sense of belonging and purpose; inclusivity; alignment; acceptance; pride; affinity; identity; family; close-knit; spirit; care; compassion; empathy

## VISION PRINCIPLE

# 1

We will be a college offering preeminent degree programs in the health sciences while maintaining pharmacy at its core. These programs will feature the integration of the basic, clinical, and population health sciences.

### PRIORITY INITIATIVES

- Increase enrollment of transfer students, the Bachelor of Science in Public Health program, and pre-professional programs; implement an accelerated Pharm.D. program; and offer non-credit bearing professional development certificates.
- Implement concentrations in the Microbiology and Pharmaceutical Sciences programs with an emphasis on bioprocessing and industry-targeted training for students.
- Identify extra-curricular and co-curricular activities across all programs that give the college a competitive edge and enrich, support, and integrate the learning experience for students.
- Create, expand, and enhance internship and experiential learning opportunities across all programs.

### LONGER TERM INITIATIVES

- Design a core curriculum across all programs that will enhance student interactions through integrating concepts from basic, clinical, and population health sciences.
- Develop and integrate sequenced hands-on activities aligned to program outcomes and workforce needs into credit or non-credit program curricula and modularized workshops.

### CONTINUOUS OPERATIONAL IMPROVEMENTS

- Continue to conduct market research to assess future workforce needs. Use this information to build or revise programs and courses, including credit and non-credit courses and programs for traditional and non-traditional students, working professionals, and adult learners.
- Establish institutional priorities to identify credit and non-credit online programs or partial online programs that include flexibility for students to accelerate, decelerate, or remediate. Identify a partner to assist with building online credit and non-credit courses and programs.
- Develop an institutional plan to assess, align, and expand faculty use of teaching modalities that optimize student learning. Match specific courses with these teaching modalities. Create an implementation plan to execute these courses in the preferred modality. Create training programs for faculty that will enhance their teaching skills and enable them to use multiple teaching modalities in ways that optimize student outcomes based on different learning styles.
- Develop training and orientation programs for students related to the new and revised learning modalities.
- Develop a curriculum that fosters independent student participation in a discovery process that is personalized to each student's interests, abilities, and learning styles.
- Develop in each student the tools necessary for self-initiated lifelong learning.



## VISION PRINCIPLE 2

We will be a small, independent college with high academic standards and will foster an academic, physical, and social environment that is student-centric.

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### PRIORITY INITIATIVES

- Increase the development of, and attendance at, programs that recognize individual differences, celebrate diversity, and foster mutual respect for all people.
- Complete a comprehensive, campus-wide space utilization assessment for needs related to academic programming, research, and student life.
- Complete a campus master plan based on identified priorities from the space utilization assessment.
- Increase opportunities for flexible huddle spaces that encourage informal interpersonal interaction.

### LONGER TERM INITIATIVES

- All entering students will prepare and monitor an individualized academic plan in collaboration with their faculty advisor.

### CONTINUOUS OPERATIONAL IMPROVEMENTS

- Build flexibility into the curricula and degree pathways that allows for non-traditional progression for students.
- Develop support strategies that account for students with different levels of academic readiness.
- Institute a process for integrating modern higher educational design standards into courses.
- Develop a process for continuous improvement for all student support services.
- Develop and execute strategies to recruit high-achieving students who enrich diversity within our community.
- Define and implement a plan to address gaps in academic support across all programs based on curricular reviews and assessment data.

## VISION PRINCIPLE 3

We will expand our scholarship endeavors to create new knowledge and enrich the student experience.

### PRIORITY INITIATIVES

- Develop key strategic partnerships with academic, government, and corporate entities to support and align with core areas of research and academic programs.
- Increase opportunities to engage faculty, students, alumni, and the business community in entrepreneurial ventures.

### LONGER TERM INITIATIVES

- Define core areas of research on both campuses.
- Plan faculty recruitment, including clustered hiring and joint appointments, to strengthen core research areas.
- Develop models for team research that complement existing individual research models.
- Implement flexible, shared research facilities and optimized equipment usage. Align core equipment, data, and library resources with priority areas.

### CONTINUOUS OPERATIONAL IMPROVEMENTS

- Ensure the college's research policies and practices are current, compliant, and nurture a research agenda. Revise policies as appropriate for intramural funding programs, indirect cost use for startup, and bridge funding.
- Establish a format for student team projects to substitute for thesis work at both the undergraduate and graduate levels and increase the number of student research activities via team projects.
- Develop print and electronic materials that promote faculty and student research to internal and external constituencies.
- Develop an institutional plan to identify resources for funding student presentations and participation at conferences and within professional organizations.
- Develop a plan to support student scholarly projects by aligning them with academic programs.
- Identify graduate and advanced undergraduate electives, workshops, and short courses on subjects associated with research methods and emerging professional needs.
- Develop a digital institutional repository to archive scholarly output. Create a framework for an interdisciplinary, open-access journal.





## VISION PRINCIPLE 4

We will educate students to be global citizens and prepare them for careers in the health professions and life sciences industries.

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### PRIORITY INITIATIVES

- Document and implement experiential or service learning programs for all students.
- Document and assess current community service activities and programs that provide opportunities for local and community engagement.
- Integrate awareness programming of local and global health issues in curricular, co-curricular, and extra-curricular programs.

### CONTINUOUS OPERATIONAL IMPROVEMENTS

- Identify new career pathways by completing a comprehensive assessment of workforce needs identified by employers from the health professions and life sciences industries.
- Complete a comprehensive internal assessment that identifies outcomes of existing curricular, co-curricular, and extra-curricular activities that are associated with workforce needs and skill sets.
- Identify and address any gaps that exist between pathways and existing curricular, co-curricular, and extra-curricular programs.
- Implement and operationalize the pathways.
- Survey students and employers for feedback on effectiveness of pathways.

# IMPLEMENTATION PLAN

The Implementation Plan builds off the prioritization of the initiatives defined throughout the strategic planning process, especially the Ideation stage. The early years of implementation will focus predominantly on the Priority Initiatives. The Longer Term Initiatives will be undertaken after the Priority Initiatives are firmly underway. Continuous Operational Improvements are “best practices” that the College should be doing as part of its standard operating procedures. These items will be assigned to unit heads, as appropriate, for immediate execution. While we have defined these specific categories, we recognize that there may be overlap between some initiatives and their associated activities.

## **The goals of the Implementation Plan are to:**

- Define responsibility and authority for executing each initiative
- Define the timelines, milestones, and metrics for each initiative
- Assure that each initiative has sufficient resources

## **To ensure these goals are met, we will:**

- Create a Steering Committee to oversee the coordination and timely execution of the various initiatives
- Task the Steering Committee with working closely with the President’s Cabinet to assure that the appropriate resources are established for each initiative
- Form project teams, as appropriate, to fully define initiatives and, in some cases, be responsible for the execution of the initiatives
- Charge key individuals, as appropriate, with the oversight and execution of specific initiatives
- Create a project implementation plan for each initiative that details the individual responsibilities, timelines, milestones, and other metrics associated with the initiative

## STRATEGIC PLANNING PROCESS

In January 2018, President Dewey convened the Senior Leadership Team (Appendix B) to a retreat at the Carey Institute to initiate discussion and process for the College's 2019-2024 Strategic Plan.

As part of this effort, the College contracted with Bishop House to assist in developing the strategic planning process. Throughout the course of the two days, a roadmap to developing the plan was laid out and three members of the Senior Leadership Team were selected to coordinate the process as Strategic Planning Coordinators or SPC's (Sue Karavolas, Executive Director of Human Resources; Packy McGraw, Vice President for Administrative Operations; Josh Singletary, Chief Information Officer).

The basic structure of the Strategic Plan was agreed upon during the retreat. Several ideas about the process and the plan were also moved forward, but the Senior Leadership Team agreed that while the process would be led by the administration, it was critical for input to be collected from all constituents of the College (students, faculty, staff, alumni, Board of Trustees, and friends of the College).

The Senior Leadership Team would subsequently meet 12 times over the next nine months to review and refine the evolving plan.

## STRUCTURE

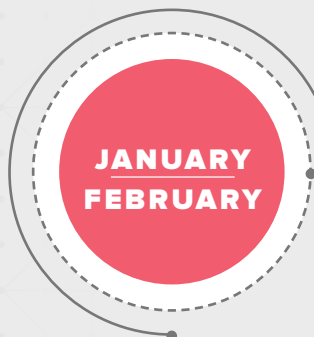
At the conclusion of the retreat, a structure was outlined, and the first steps would include community-wide engagement in assisting with the development of:

- **Vision Principles:** These principles would serve as the guardrails of the Strategic Plan.
- **Core Values:** These values would be stressed at each stage of the Strategic Planning process and beyond.
- **Four Pillars:** Together, these pillars (Academic Programming, Campus Master Plan, Student Experience, and Research Enterprise) would support all the goals of the Strategic Plan.
- **Goals and Ideas:** The ideas that emerged would be prioritized and clearly stated as part of the Plan.
- **Implementation Plan:** The prioritized goals would be assigned to specific individuals or project teams to monitor progress and coordinate implementation.

**STRATEGIC PLAN TIMELINE**

JANUARY – NOVEMBER 2018

## OVERVIEW

**Share Vision  
Principles and Pillars****Engage the community  
in discussion around  
Core Values and Vision  
Principles****Engage the community  
in Ideation process  
to develop Goals and  
Objectives****JANUARY  
FEBRUARY****FEBRUARY  
MARCH****MARCH  
APRIL**

## KEY ACTIVITIES

On February 6, President Dewey held a Town Hall meeting which was also broadcast remotely. Approximately 110 employees of the College participated in the forum.

On February 8, President Dewey e-mailed the Faculty and Staff to recap the Town Hall, share the Pillars and first draft of the Vision Principles, and detail the next steps in the process.

Following the Town Hall meeting, department heads, deans, vice presidents, etc. were charged with meeting with their departments over the next three weeks to gather feedback on the Vision Principles and Core Values. Each unit in the College was required to provide feedback to the SPC's by the end of February.

Pillar Teams (Appendix B) were established with representation from throughout the College community. The Pillar Teams each met multiple times in February and March to define their Pillar, brainstorm on goals and objectives related to the pillar, and identify reoccurring themes.

On February 20, the faculty and staff were surveyed for feedback on the Core Values and Vision Principles.

After reviewing the feedback from the survey, departments/units, and discussion by the Senior Leadership Team, the Vision Principles were revised and finalized.

The SPC's reviewed the results of the Core Values survey and narrowed the list of Core Values to 20. This list was then used to survey the faculty and staff on March 12 and the students on March 22.

From March 19 through March 29, Pillar Team discussions were hosted by the Pillar Team Champions. These meetings were communicated to the faculty and staff on March 15 and the student body on March 23. All members of the College community were invited to attend these discussions and share their ideas related to the four pillars.

On April 3 (Vermont) and April 5 (Albany), campus-wide Pillar Expos were held. These expos provided community members with opportunities to review the ideas that were expressed by others, as well as the most common themes that developed from departments/units and pillar team meetings.

Following the expos, each Pillar Team Champion provided President Dewey with a summary chart of the ideas that arose from the discussions around the pillars.



## Prioritize Goals and Objectives and Create Implementation Plan

**APRIL  
MAY**

On April 9, the Senior Leadership Team finalized the five Core Values after reviewing the survey results: Integrity (faculty #1 choice), Collaboration (staff #1 choice), Respect (student #1 choice), Student Centered, and Community.

On May 2, the SPC's presented a draft of the Mission to President Dewey and the Senior Leadership Team. The original draft was submitted by a committee that President Dewey had assembled to work on the Mission. After feedback from the College's PR & Marketing Committee, the SPC's made further revisions which were presented to the College Community in a Town Hall meeting on May 17.

## Finalize Draft of Plan

**MAY  
JULY**

From May 7-July 20, the Senior Leadership Team developed themes, goals, and milestones aligned with the Vision Principles.

On May 17, President Dewey presented an update and solicited comments on the Strategic Planning progress. The presentation included the proposed Mission, Vision Principles, Core Values, Environmental Scan, Goals and Objectives, the Planning Process Update, and the next steps.

On June 18, the Senior Leadership Team held a full-day retreat and continued work around the Goals and Milestones. Following the retreat, the Senior Leadership Team worked in small groups to finalize the Goals and Milestones.

On July 20, the working groups submitted final drafts of the Goals and Milestones to President Dewey.

## Reviews, Edits, and Approvals

**JULY  
NOVEMBER**

From July 21-August 14, all components of the Strategic Plan were revised/fine-tuned and were presented to the College community at the College Retreat on August 16.

On October 10, the final edits were discussed by the Senior Leadership Team and final recommendations were solicited by President Dewey.

On October 19, the Strategic Plan was presented to the Board of Trustees where it was approved, in principle.

On November 1, the Strategic Plan was approved in principle with a vote at the full faculty meeting where 91% approved, 7% disapproved, and 2% abstained.

## LEADERSHIP AND PILLAR TEAMS

### BOARD OF TRUSTEES

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Kenneth M. Nirenberg

### SENIOR LEADERSHIP TEAM

**Greg Dewey**, President

**Tarun Patel**, Provost

**David Clarke**, Dean, School of Arts and Sciences

**Vicki DiLorenzo**, Vice President,  
Institutional Advancement

**Tiffany Gutierrez**, Vice President,  
Enrollment Management

**Robert Hamilton**, Dean, School of Pharmacy  
and Pharmaceutical Sciences

**Martha Hass**, Dean, School of Graduate Studies

**Sue Iwanowicz**, Director, Library Services

**Sue Karavolas**, Executive Director,  
Human Resources

**Jennifer Mathews**, Associate Dean,  
Vermont Campus

**Packy McGraw**, Vice President, Administrative  
Operations

**Shaker Mousa**, Executive Vice President and  
Chairman, Pharmaceutical Research Institute

**Wendy Neifeld-Wheeler**, Dean of Students

**Josh Singletary**, Chief Information Officer

**Michele Vien**, Vice President, Finance



## PILLAR TEAMS

### STUDENT EXPERIENCE

**Wendy Neifeld-Wheeler** (Pillar Champion),  
Dean of Students

**Allison Burton-Chase**, Assistant Professor,  
Population Health Sciences

**Vicki DiLorenzo**, Vice President,  
Institutional Advancement

**Tiffany Gutierrez**, Vice President,  
Enrollment Management

**Elizabeth Higdon**, Assistant Professor,  
Pharmacy Practice (VT Campus)

**Sue Karavolas**, Executive Director,  
Human Resources

### CAMPUS MASTERPLAN

**Packy McGraw** (Pillar Champion), Vice  
President, Administrative Operations

**Alison Buckley**, Director, Residence Life

**David Clarke**, Dean, School of Arts and  
Sciences

**Andy Flynn**, Instructor, Pharmacy Practice

**Sue Iwanowicz**, Director, Library Services

**Judy Meyers**, Animal Research  
Facility Manager/Safety Officer

**Josh Singletary**, Chief Information Officer

**Michele Vien**, Vice President, Finance

### ACADEMIC PROGRAMS

**Martha Hass** (Pillar Champion), Dean, School of  
Graduate Studies

**Margaret Lasch Carroll**, Associate Professor, Humanities  
and Communication

**Yana Cen**, Assistant Professor, Pharmaceutical Sciences  
(VT Campus)

**Deanna Ennello-Butler**, Assistant Vice President,  
Development

**Tiffany Gutierrez**, Vice President, Enrollment Management

**Kimberly Keyes**, Assistant Director, Center for  
Student Success

**Tarun Patel**, Provost

### RESEARCH ENTERPRISE

**Shaker Mousa** (Pillar Champion), Executive Vice President  
and Chairman, Pharmaceutical Research Institute

**Joseph Carreno**, Assistant Professor, Pharmacy Practice

**Chris Cioffi**, Assistant Professor, Basic and Clinical Sciences

**Margaret Lasch Carroll**, Associate Professor, Humanities  
and Communication

**Vicki DiLorenzo**, Vice President, Institutional Advancement

**Lisa Fiori**, Comptroller

**Karen Glass**, Associate Professor, Pharmaceutical Sciences  
(VT Campus)

**Robert Hamilton**, Dean, School of Pharmacy and  
Pharmaceutical Sciences

**Kideok Jin**, Assistant Professor, Pharmaceutical Sciences

**Kelly Keating**, Science Medical Writer

**Meenakshi Malik**, Associate Professor, Basic and  
Clinical Sciences

**Kim Mitchell**, Assistant Director, Library Services



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