



STRATEGIC PLAN 2024-29

YEAR 2 PROGRESS REPORT

JULY 2025 – JUNE 2026





MESSAGE FROM THE PRESIDENT

Hello, from Year Two!

As we reflect on this past year's accomplishments, I'm extremely proud of what we've built together at ACPHS.

In the past year, we charted new programs and partnerships, worked diligently on merger transitioning, and kept our students at the forefront.

As you may know, I will be ending my service to ACPHS on June 30, 2026. We've accomplished much over the past year, and I believe we are well on track. Through the launch and execution of this plan and our focus on providing impactful student experiences, we have reinforced our position as a national leader in pharmacy and health sciences education and research.

It has been my honor to serve the ACPHS community as the 10th president during an era of unprecedented growth and evolution.

Warm regards,

A handwritten signature in black ink that reads "Toyin Tofade". The signature is fluid and cursive, with the first name "Toyin" and last name "Tofade" clearly distinguishable.

TOYIN TOFADE, BPHARM, MS, PHARMD, CPCC, FFIP
President and Professor

PILLAR 1: ACADEMIC EXCELLENCE



Significant progress was made towards a master's in physician assistant studies. The program expects to welcome its first cohort of students in Fall 2027.

The College launched NYS' first Accelerated Pathway to MD program with Western Atlantic University School of Medicine. Additional partnerships included Clarkson University for PA, PT and OT programs; CUNY School of Public Health for a 4 + 1 BS/MPH degree program; and St. Joseph's University for a BS/PharmD.

The Doctor of Pharmacy program was reaccredited for the maximum term of eight years through 2033 by The Accreditation Council for Pharmacy Education (ACPE). In addition, work continued on the 2027 Self-study for Middle States.

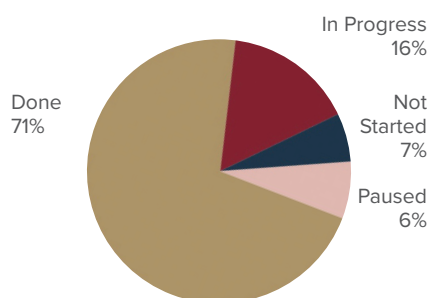
On the research front, nearly 40 extramural grant requests were submitted in 2025, the lab safety program was revamped, and an Environmental Health Officer was hired.

1.1: LAUNCH NEW ACADEMIC OFFERINGS

- Build three online programs from current programs (MS Biomedical Sciences, MS Cytotechnology, MS Biomanufacturing and Bioprocessing)
- Build/Acquire MS programs in fields such as Data Science, Genetic Counseling, Health Law and Policy
- Build/Acquire BS Programs such as Health Sciences, Exercise Science/Sports Medicine, Health Psychology, Bioinformatics, Nursing
- Build successful micro-credentialing, certificate, and/or associate degree programs such as Life Sciences, Allied Health Sciences, Biomanufacturing & Bioprocessing, Continuing Professional Development, Pharmaceutical Sciences and Pharmacy
- Build dual-enrollment and transfer agreements with other institutions (including colleges and high schools)
- Recruit to specific programs in addition to College recruitment

1.2: GROW EXISTING PROGRAMS THROUGH DATA-INFORMED SOLUTIONS, IMPROVED EFFICIENCIES AND INNOVATIONS

- Achieve full accreditations for all accredited programs
- Enhance curriculum of all programs by creating data-driven changes and assessment plans
- Modernize the general-education curriculum
- Optimize PharmD program prerequisites and curricular structure
- Build clinical communication simulation lab for interdisciplinary learning opportunities
- Maximize enrollment in existing programs (to capacity levels provided by deans and department chairs)

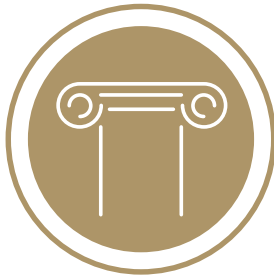


- Done
- In Progress
- Not started
- Paused

1.3: PROMOTE GROUNDBREAKING RESEARCH

- Increase extramural funding for research
- Increase extramural grant applications and funding
- Increase research activities visibility on web site, in media and on social media
- Launch an upgraded research and lab equipment inventory system
- Synergize MBB programming with ACPHS core academic offerings

PILLAR 2: QUALITY STUDENT EXPERIENCES



In addition to another vibrant year of events, our Student Government Association hosted “On the Verge of the Merge.” The mixer brought together club and organization leaders from ACPHS and Russell Sage College for a meet and greet.

ACPHS launched a Student Testing Center to ensure our students have the support they need to succeed. Services include proctored exams to support specific needs and the availability of quiet desks and rooms with minimal distractions. Progress was also made in developing a formalized support program for at-risk students.

ACPHS also fortified its staffing for international recruitment and charged the AVP of DEI with overseeing these efforts.

2.1 ENHANCE STUDENT SUCCESS INSIDE THE CLASSROOM

- Develop and execute an official student onboarding process
- Implement a first-year high interaction experience in each program
- Amplify effective offerings that build well-rounded students
- Establish a successful testing center
- Nurture a culture of high performance and innovation in teaching, delivery and assessment with appropriately staffed programs

2.2 AMPLIFY STUDENT SUCCESS OUTSIDE THE CLASSROOM

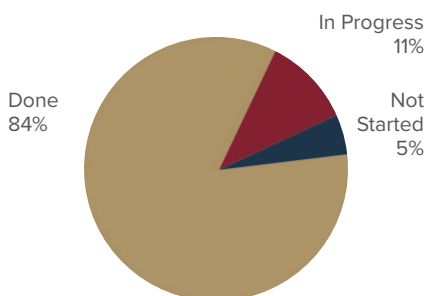
- Cultivate a culture of engagement across the community
- Develop formalized support for at-risk students
- Increase and diversify campus activity opportunities
- Develop long-term plan for student athletes to attract and retain students
- Optimize student satisfaction based on data

2.3 PRIORITIZE WELLNESS AND INCLUSIVE SUPPORT

- Enhance campus support for inclusive campus access
- Implement recommendations of the International Student Advisory Council (ISAC)
- Diversify food and culture options

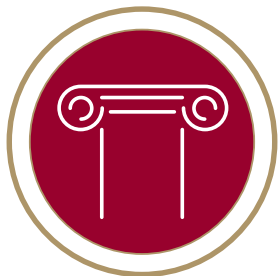
2.4 EXECUTE A REVISED CAMPUS MASTER PLAN

- Align campus development with current Strategic Plan goals
- Conduct a campus accessibility review



- Done
- In Progress
- Not started

PILLAR 3: PEOPLE AND CULTURE



The College has made progress with enhanced campus activities, community engagement, cultural alignment efforts, and feedback mechanisms.

Human Resources, in collaborations with People & Culture, have celebrated employee successes through recognition ceremonies, and a new staff committee has begun to promote accountability, policy alignment, and initiatives focused on employee well-being, engagement, and rewards.

The IA team continues its mission to encourage grant and funding engagement, while identifying opportunities aligned with the ACPHS strategic plan.

3.1 FOCUS ON PEOPLE: “CULTURE IS EVERYONE’S JOB”

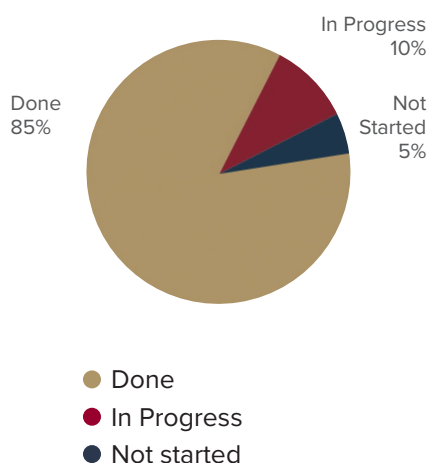
- Expand internal community engagement opportunities
- Adopt departmental policies, procedures, behaviors and a culture reflective of our core values
- Advance lifelong learning and leadership with career growth
- Expand job mentorship linkages between alumni and students
- Increase the well-being, professional development and engagement opportunities for all employees

3.2 CREATE AN ADVANCEMENT PARTNER (E.G., DEAN, FACULTY, UNIT LEADER, ETC.) SPOTLIGHT INITIATIVE

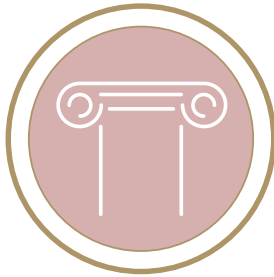
- Create a culture of “best (aligned) ideas win”
- Identify “rising stars” within programs, centers and initiatives
- Mobilize “stars” and their impact into constellations of stars for big ideas
- Orient advancement partners to emerging trends and best practices in philanthropy

3.3 ACHIEVE OPERATIONAL EXCELLENCE AT ALL LEVELS OF THE ORGANIZATION

- Implement a leadership program for high potential individuals
- Optimize talent acquisition and growth programs (internal and external)
- Leverage external partnerships to build sustainable capacity
- Implement state-of-the-art data processing, analytics and reporting tools
- Optimize direct applications for student recruitment
- Fully implement recommendations from the AACRAO report



PILLAR 4: ENGAGE WITH COMMUNITIES



ACPHS achieved continued positive momentum driven by the College's strategic marketing content approach which fueled a 76% surge in web visits to the new website, 164% spike in social media impressions, and 65% increase in earned media. To sustain this growth, strategic spring and fall digital advertising campaigns successfully prioritized program awareness to generate increased student inquiries.

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+ web visits

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4.1 AMPLIFY THE ACPHS BRAND

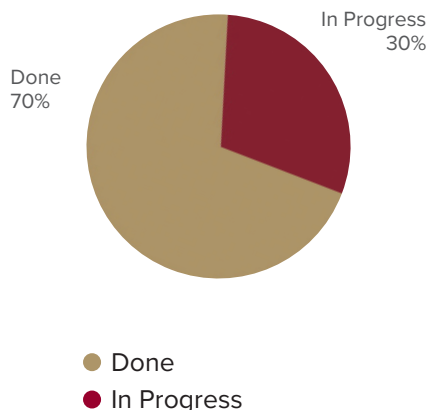
- Showcase and broadcast ACPHS stories
- Accentuate community relationships through service and health promotion
- Increase local, national and international partnerships
- Implement marketing/advertising plan
- Establish CBET in community as a driver for economic growth in life sciences, biotech and biopharma

4.2 CREATE A VIRTUAL CENTER FOR CORPORATE AND PUBLIC ENGAGEMENT

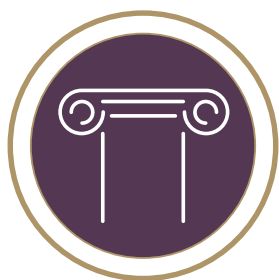
- Optimize outreach and outcomes for the College and its external partners
- Develop a dynamic top/key partners list

4.3 EXPAND THE EXPERIENTIAL NETWORK

- Build a local, national and international network of preceptors and collaborators
- Leverage experiential network as a value-added recruitment tool
- Increase alumni outreach and engagement
- Develop community calendar for Collaboratory and student-operated pharmacies
- Assess community impact of student-operated pharmacies



PILLAR 5: FINANCIAL STRENGTH & STEWARDSHIP



Transition teamwork was a top priority in 2025. Joint sessions were hosted regularly to keep both campus communities informed. The year ended with a major milestone in the merger process: NYSED Board of Regents approval.

Further work was done to showcase ACPHS' niche programs: Academic summer camps were well attended, and a digital campaign highlighting its breadth of science offerings showed impressive results.

CBET fortified its goal as a Capital Region biopharma hub with the addition of a French-based biotech firm. CBET continued to bring in new contract research clients and gained visibility at key industry events. ACPHS partnered with RPI to create an ecosystem for researchers at both institutions to access designated core facilities.

5.1 GROW TO BECOME A STRONG UNIVERSITY

- Cultivate an entrepreneurial mindset at all levels of the organization
- Conduct a comprehensive analysis of current and future market trends
- Acquire programs and talents that will transform the trajectory of the institution
- Develop a robust marketing strategy for optimal growth

5.2 LEVERAGE CBET AS A KEY ACPHS DIFFERENTIATOR

- Establish CBET in the Capital Region as a biopharma hub
- Offer high-impact and high-volume workforce development solutions
- Establish robust pipelines for contract research opportunities
- Increase partnerships and extramural funding for CBET

5.3 CREATE A TOP PROSPECT ECOSYSTEM

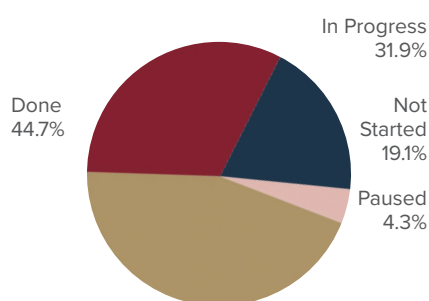
- Hardwire a core stewardship plan and high-impact reporting process
- Develop a transparent pipeline review process
- Strengthen annual giving strategies
- Create a principal gift planning team

5.4 BRIDGE THE PROSPERITY GAP

- Increase enrollment to around 2,000
- Balance operating budget with a strong financial outlook
- Endorse a culture of philanthropy and community engagement
- Develop key alliances to deliver economies of scale
- Provide effective technology solutions (CRM, e-Commerce)

5.5 IMPLEMENT TRANSFORMATIVE CHANGES BEYOND THE CORE

- Identify bold ideas to move the College continually forward
- Create a committee of champions to review and prioritize opportunities for diversification, geographical expansion and development of outside-the-box initiatives and ideas
- Implement technology solutions of the future (AI, virtual reality, augmented reality, gaming lounges)



- Done
- In Progress
- Not started
- Paused

OUR MISSION REMAINS THE SAME.

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

OUR SINGULAR VISION ENCAPSULATES MULTIPLE PRINCIPLES FROM THE PAST.

ACPHS strives to be a global leader in preparing students for transformative health careers to solve problems that change the world.

OUR CORE VALUES BUILD ON LONG-ESTABLISHED TENETS.

- Student-centered
- Integrity
- Respect
- Collaboration
- Community
- Excellence

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 AND HEALTH SCIENCES**

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