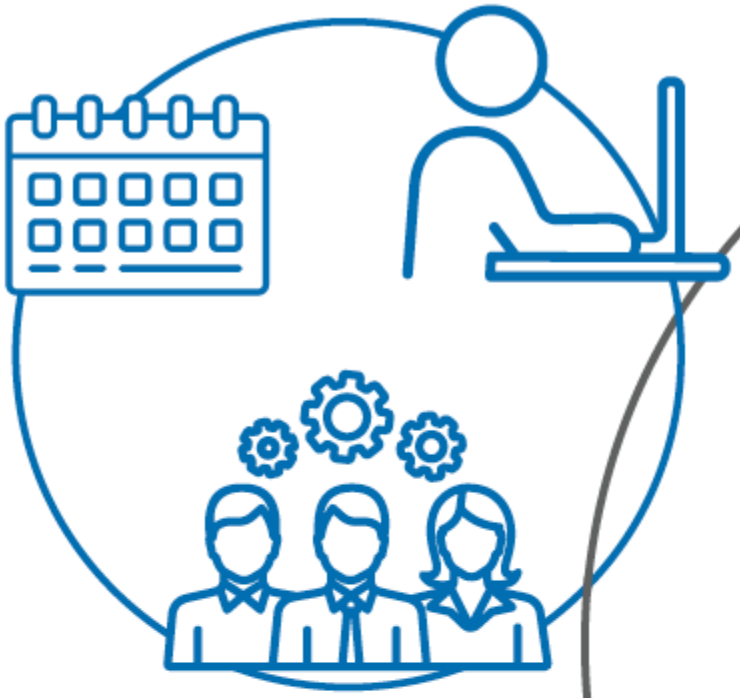

2021 Admissions Workshop

Leadership in Enrollment Management

American Association of Colleges of Pharmacy AACP
Pharmacists Help People Live Healthier, Better Lives.

Don't Panic! The Importance of Strategic Planning in Enrollment Management during Challenging Times

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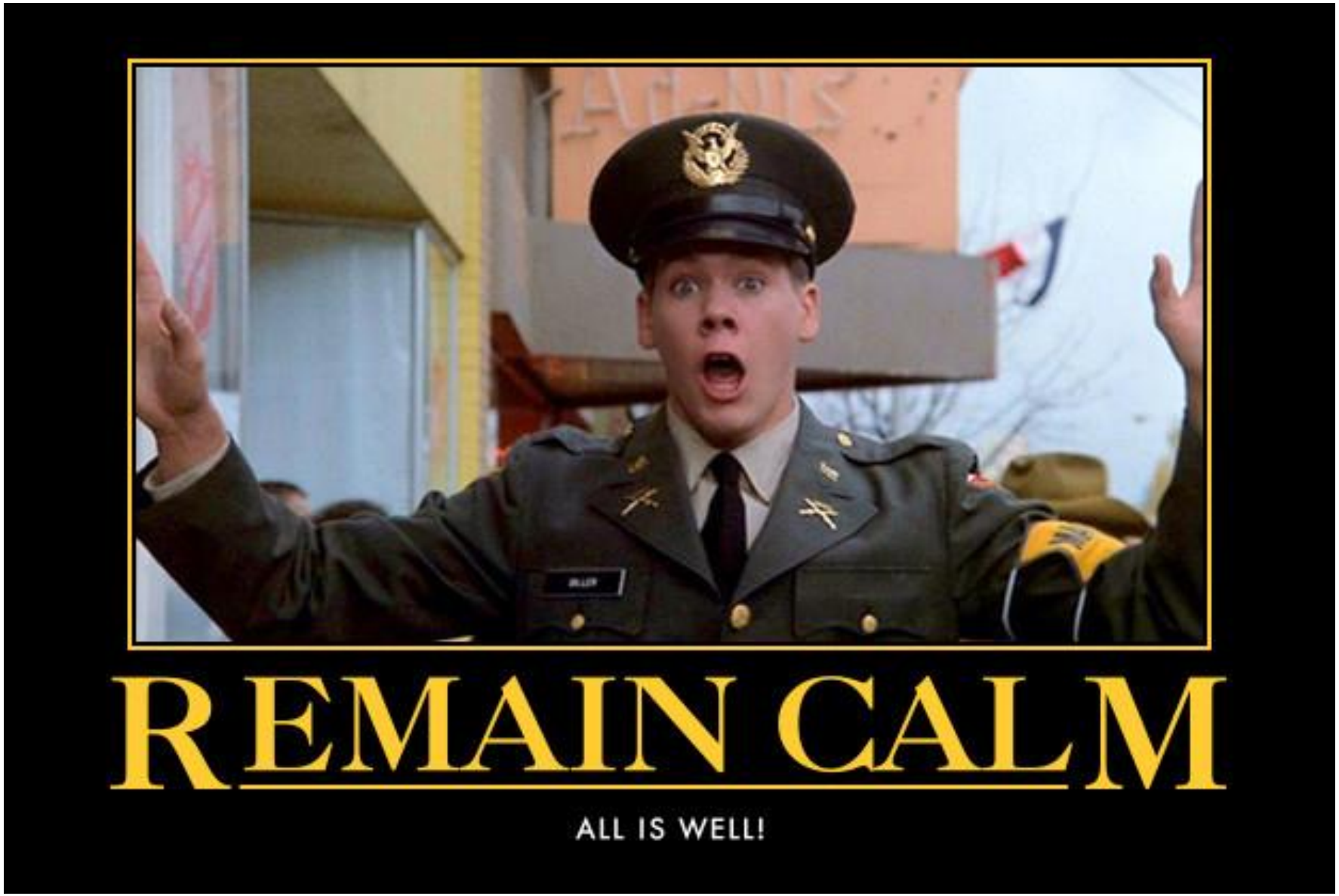
2021 Admissions Workshop:
Leadership in Enrollment Management


REMAIN CALM
ALL IS WELL!

Disclosures

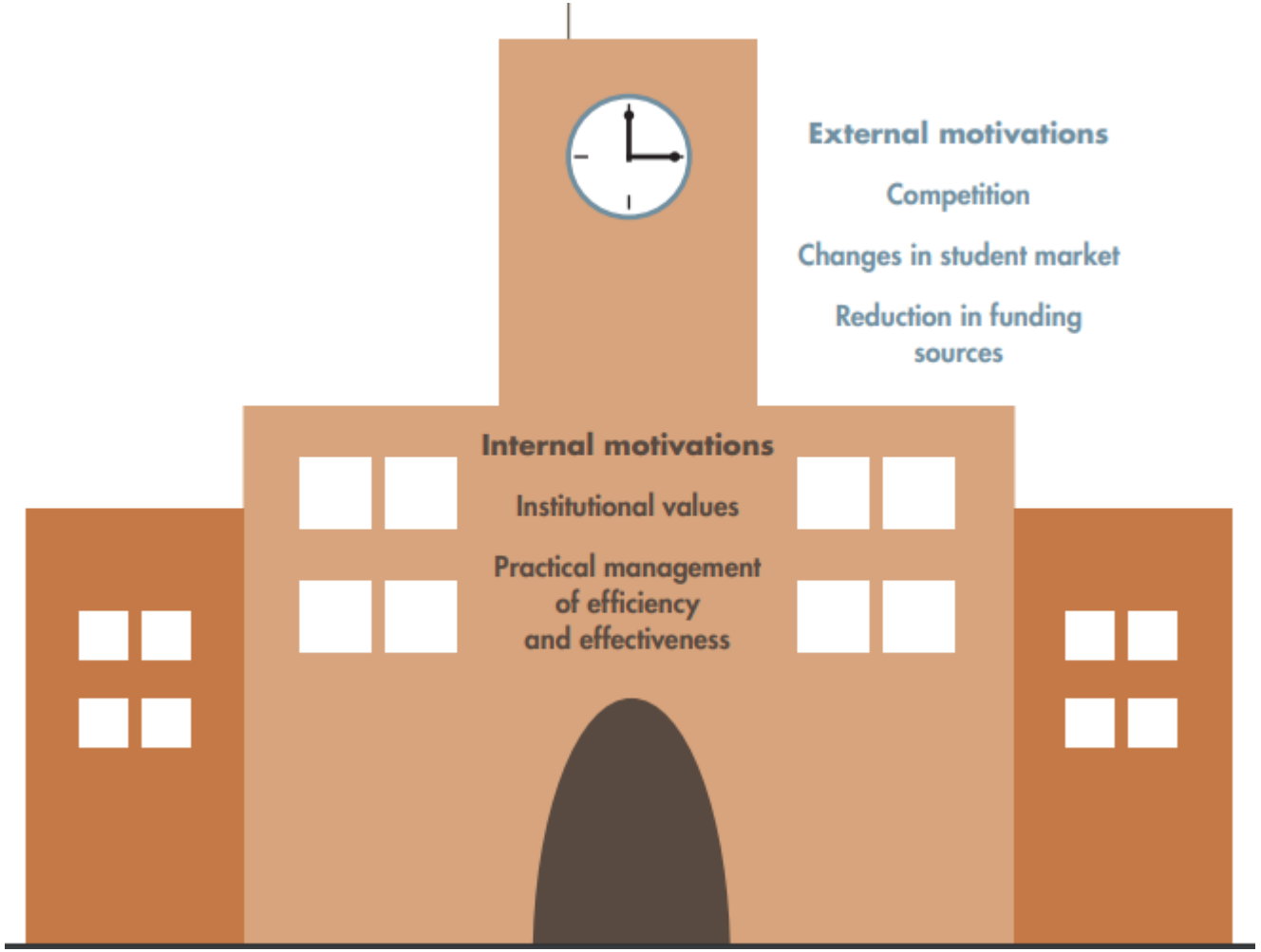
- Donald Godwin has no current conflicts or relevant financial interests to disclose
- Greg Hetrick has no current conflicts or relevant financial interests to disclose

Learning Objectives

- Align the overarching strategic plan of the university with the offerings, branding, and direction of the college or school of pharmacy.
- Describe how administrators, faculty, and staff can best contribute to and utilize the Strategic Plan to support the success of the college or school of pharmacy.
- Identify specific challenges and realistic opportunities to drive enrollment success.
- Develop more strategic relationships between admissions and academic affairs personnel to enroll a class that is reflective of the program's brand identity, academic offerings, and mission.

Align the overarching strategic plan of the university with the offerings, branding, and direction of the college or school of pharmacy.

Strategic Planning Motivations



Getting the Most Out of University Strategic Planning, Rand Corporation, 2015

What are the Strategic Goals of your University?

- Increasing recruitment and admissions
- Expanding diversity
- Cultivating a more inclusive and diverse campus community
- Boosting your research profile
- Elevating the profile and quality of graduate programs
- Building more partnerships that enhance opportunities for students and alumni

Alignment

- Your university should aim for units to take responsibility for their strategic planning
  - Need to promote alignment between unit-level plans and the university's overall strategic plan.
- Should guide the fundamentals of your strategy
  - Design, implementation, and messaging
- Clear alignment of the college/school units strategic planning system will support the successful implementation of a university strategic plan with the greatest chance for success.

General Structure for a Strategic Plan

Getting the Most Out of University Strategic Planning, Rand Corporation, 2015

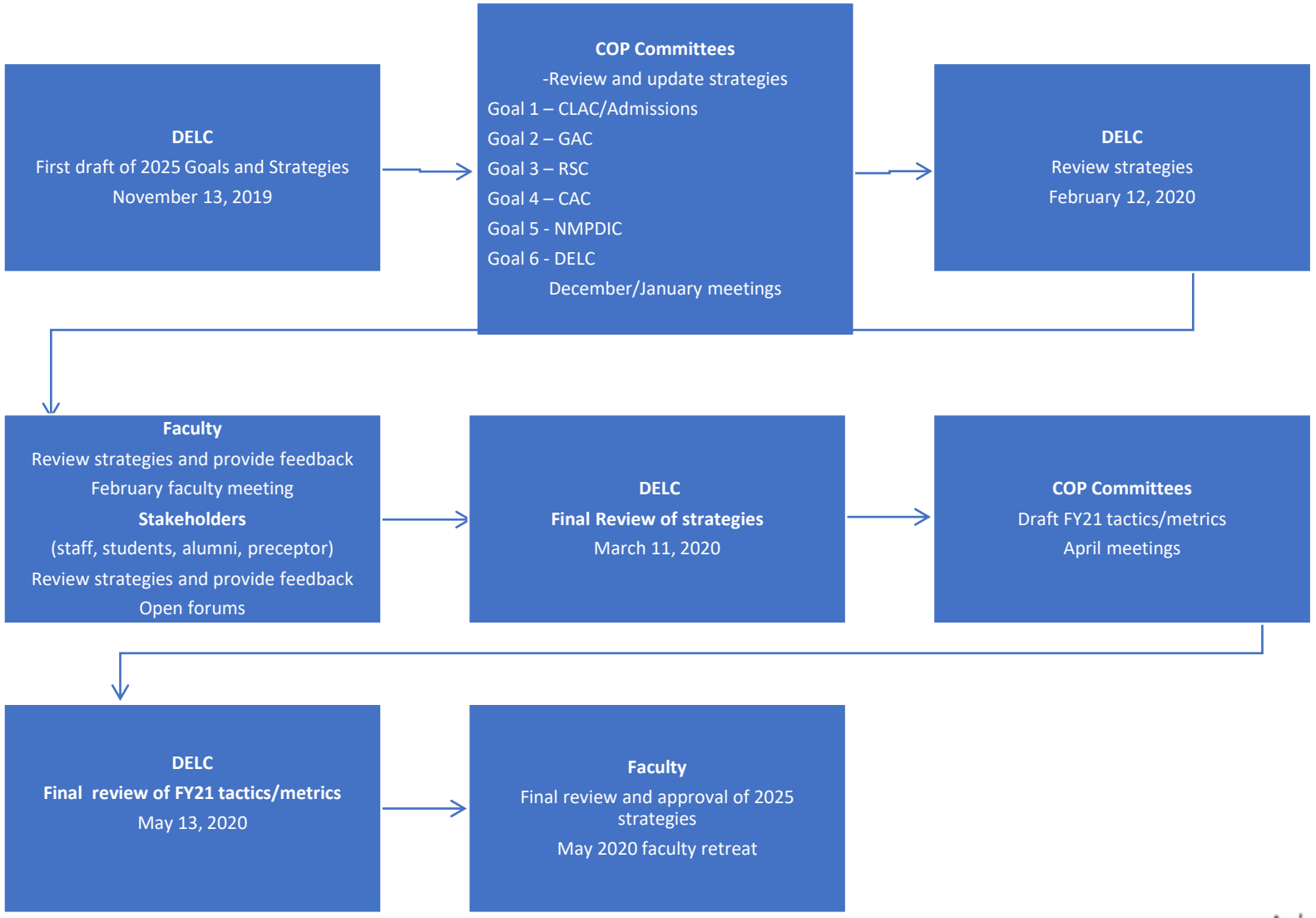
Key Functions of Strategic Plans

- **Gathers information**
  - Identifies and fills gaps in information required to understand college issues and opportunities.
- **Organizes information**
  - Organizes information and data to identify major trends and problems
  - Compares and combines information to understand underlying issues and predict future trends.
- **Evaluates/Selects strategies**
  - Generates and considers options for action to achieve a long-range goal
  - Develops decision criteria, considering factors such as cost, benefits, risks, timing, and buy-in
  - Selects the strategy most likely to succeed.
- **Establishes high-level plan**
  - Identifies the key tasks and resources needed to achieve strategic objectives.

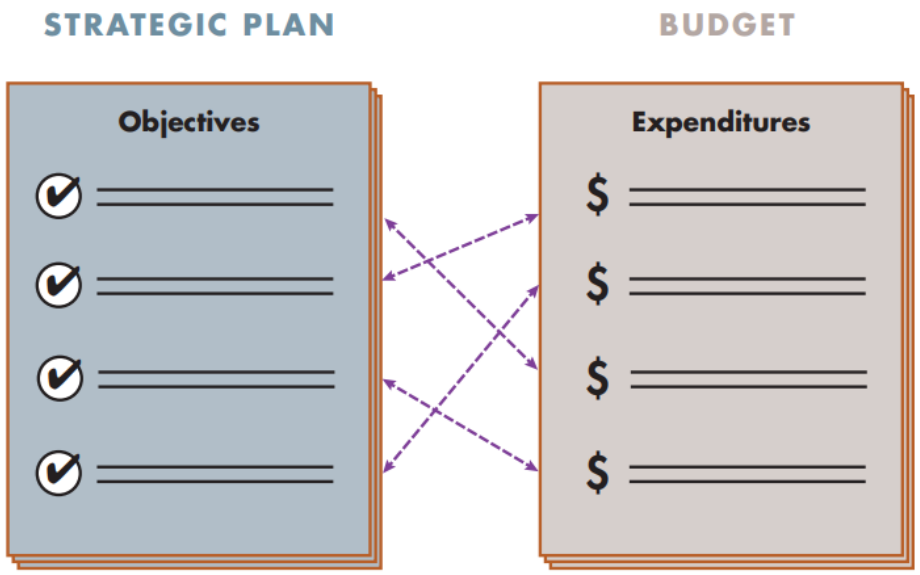
Tips for strategic planning

- Evaluate your strategic plan from multiple perspectives (faculty, staff, students, alumni).
- Test your assumptions against others' thinking when building key aspects of your strategic plan.
- Involve your stakeholders (internal or external) during the early stages of gathering information and evaluating strategies.
- Involve team members early and often in the process of establishing long-range goals and plans.
- Develop a list of alternatives before selecting the most appropriate strategy or strategies.
- Identify possible threats to your strategies and how to overcome them.
- Assume the stakeholders perspective and ask yourself if your strategic plan will meet stakeholder needs.

2025 Strategic Plan Construction and Approval Flow Chart



Aligning Resources to the Strategic Plan



- Another key component of successful strategic planning is ensuring that resources are aligned to the strategic plan
- Strategies must be feasible within the university's resources.
    - Establish goals and action plans reasonably feasible in regard to both human and financial capital

Getting the Most Out of University Strategic Planning, Rand Corporation, 2015

Describe how administrators, faculty, and staff can best contribute to and utilize the Strategic Plan to support the success of the college or school of pharmacy.

Tiers of a Strategic Plan

- Goals
  - Strategies
    - Tactics
      - Metrics
        - Milestones

Strategic Plan Tiers

- Goals
  - A long-term “big picture” objective for an organization
  - Can be inspirational – where do you want to be
  - 3 to 5 year outlook
- Strategy (Objectives)
  - Identification and creation of a plan that will help achieve the goals
  - SMART (Specific, Measureable, Attainable, Realistic, and Time-Bound) Goals
    - Collaborative
  - 1 to 3 year outlook
- Tactics
  - Specific actions or steps you undertake to accomplish your strategy
    - Often center around the efficient use of available resources, whether money, people, time
  - Tend to be shorter-term (annual) and more specific than strategies

Strategic Plan Tiers

- Metrics (Key Performance Indicators)
  - Measurements against a target or goal.
  - Could be singular or multiple and usually are annual
- Milestones
  - The completion of a task or project by a certain date
  - Multiple and annual

How to keep a strategic plan alive

- Strategic Action Plan
  - A plan developed to let organization know what should be accomplished in a year (calendar or academic)
  - Does not necessarily need to address every strategy in the strategic plan
    - A few strategies can be chosen each year
  - For each strategy chosen, tasks, metric, and milestones are developed for that strategy
  - Progress on each tactic/metric can be tracked quarterly by how many of the milestones have been completed.

Strategic Action Plan

Goal/Strategy/Tactic	O...	TQ1	TQ2	TQ3	TQ4
Goal 1: Adapt the professional and future undergraduate curriculum to prepare the pharmacy workforce for the changing needs of health care.					
Strategy 1.1: Ensure that the curriculum prepares for future roles in health care.					
Tactic 1.1.1: Assess and revise, when necessary the PharmD curriculum to meet COP competencies	JR				
Tactic 1.1.2: Review and, if necessary, revise PharmD competencies to be inclusive of current and future pharmacy practice.	JR				
Tactic 1.1.3: Develop an implementation plan for BSPS R&D track curriculum.	KL				
Strategy 1.2: Utilize innovative and engaging teaching approaches to foster the development of critical thinking/problem solving skills to promote and strengthen the student's ability to access, use, apply and synthesize knowledge and skills.					
Strategy 1.3: Embed inter-professional education within the curriculum to develop effective teamwork and provide team-based care					
Strategy 1.4: Foster professionalism and leadership development throughout the program.					
Tactic 1.4.1: Develop a plan to assess growth in professionalism across the curriculum.	KL				
Tactic 1.4.2: Develop an inventory of leadership opportunities for PharmD students.	KL				
Strategy 1.5: Improve recruitment and outreach process to attract a large and talented applicant pool for the PharmD Program.					
Tactic 1.5.1: Develop and implement Early Assurance Programs at NM universities and colleges .	KL				

Strategic Action Plan 2.0

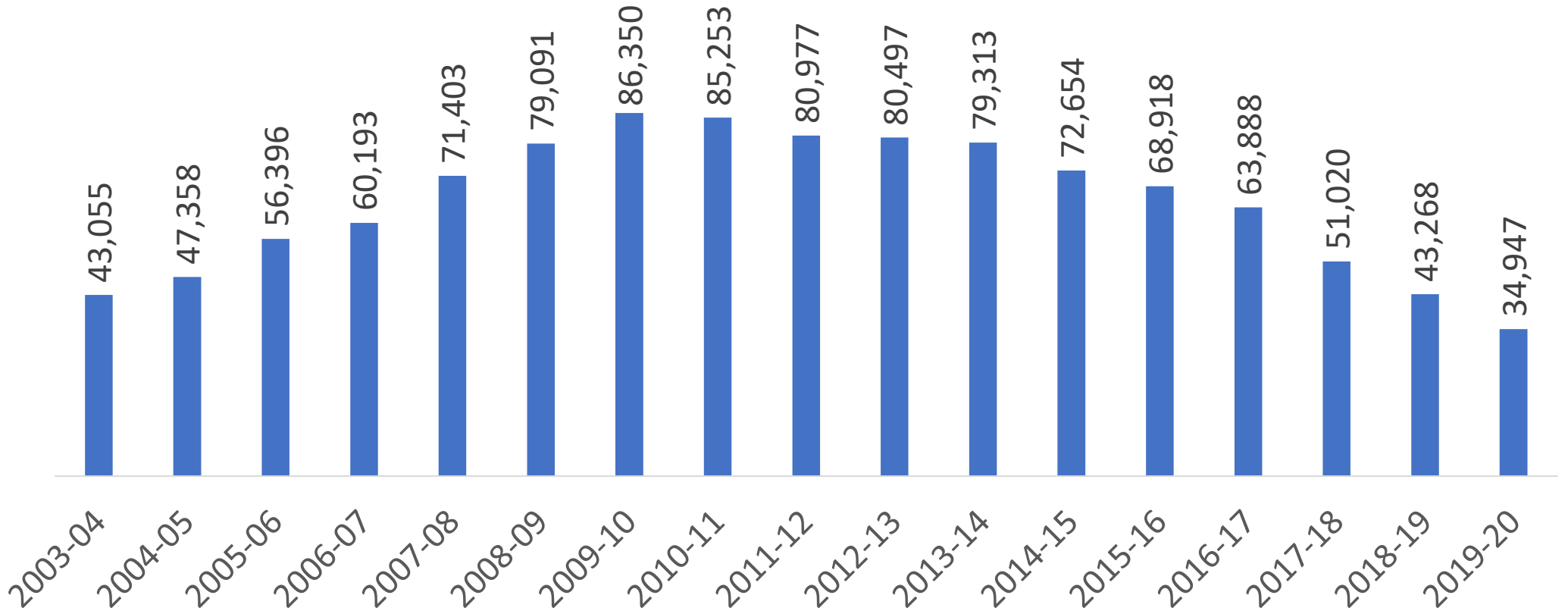
Goal/Strategy/Tactic	O...	Tactic Start Date	Tactic End Date	Tactic Complete Date	Metric Start Date	Metric End Date	Metric Complete Date	Milestone Start Date	Milestone End Date	Milestone Complete Date
Goal 1: Provide exceptional patient care, foster excellent education and conduct impactful research and community engagement.										
Strategy 1.1: Ensure the professional and undergraduate curricula prepare the pharmacy and pharmaceutical research workforce of the Future										
Tactic 1.1.1: Regularly assess the curricula and revise as necessary										
Metric 1.1.1.1: After each course offering, course are reviewed for goals, content, instructional activities, assessment, and promotion of critical thinking.	JR ,									
Metric 1.1.1.2: Annually review the alignment of curriculum with accreditation expectations.	JR ,									
Metric 1.1.1.3: Annually review student learning outcomes.	JR ,									
Tactic 1.1.2: Teach critical thinking, reasoning and problem-solving skills										
Tactic 1.1.3: Develop interprofessional/interdisciplinary teamwork skills										
Tactic 1.1.4: Embed professional development throughout the curricula										
Metric 1.1.4.1: Provide examples and opportunities to explore and apply professional skills and self-directed learning.	JR ,									
Metric 1.1.4.2: Provide opportunities to demonstrate professional, ethical decision making.	JR ,									

Identifying specific challenges and realistic opportunities to drive enrollment success.

Tying Enrollment Strategy to the Strategic Plan

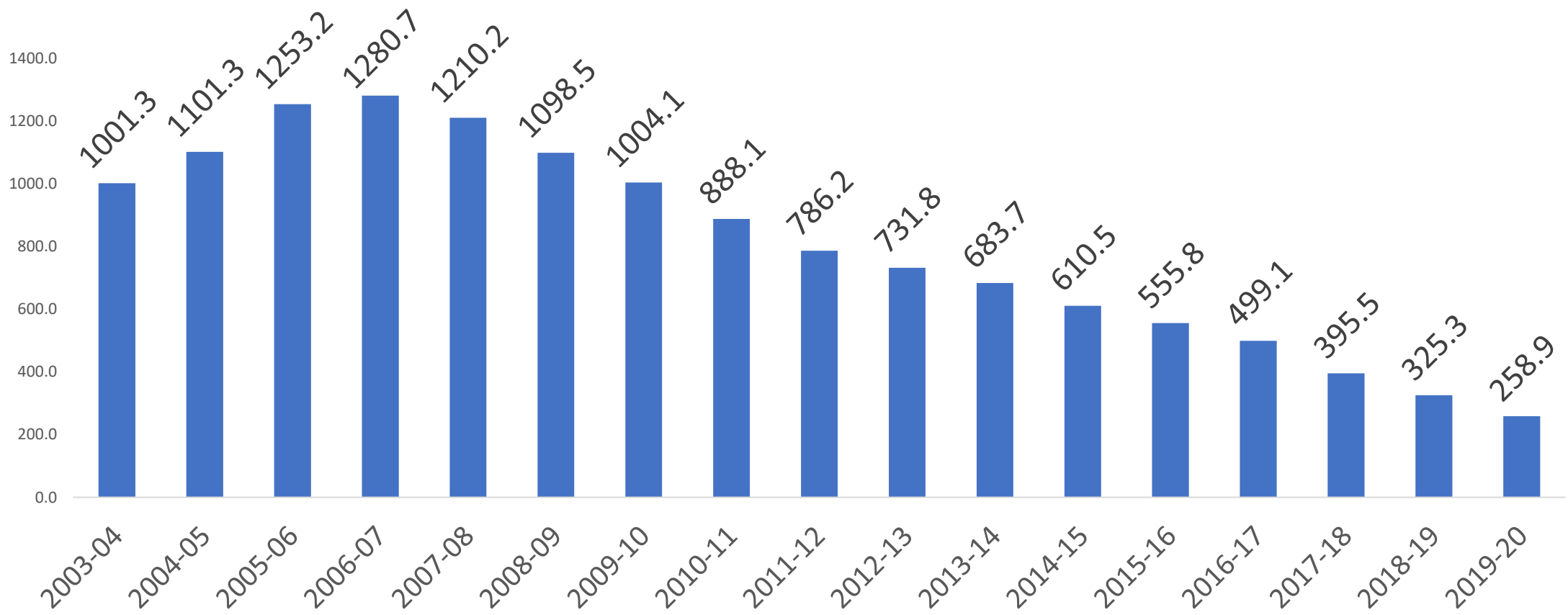
- Identify those goals (1-3 years out) related to enrollment, develop strategy that aligns with the rest of your plan.
- Articulate tactics to meet those goals – shorter term, so prepare to adapt.
- Share metrics (KPI's) and celebrate those milestones!

PharmCAS Application Trends



Source: 2019-2020 PharmCAS Applicant Data Report

Mean Number of PharmCAS Applicants per School

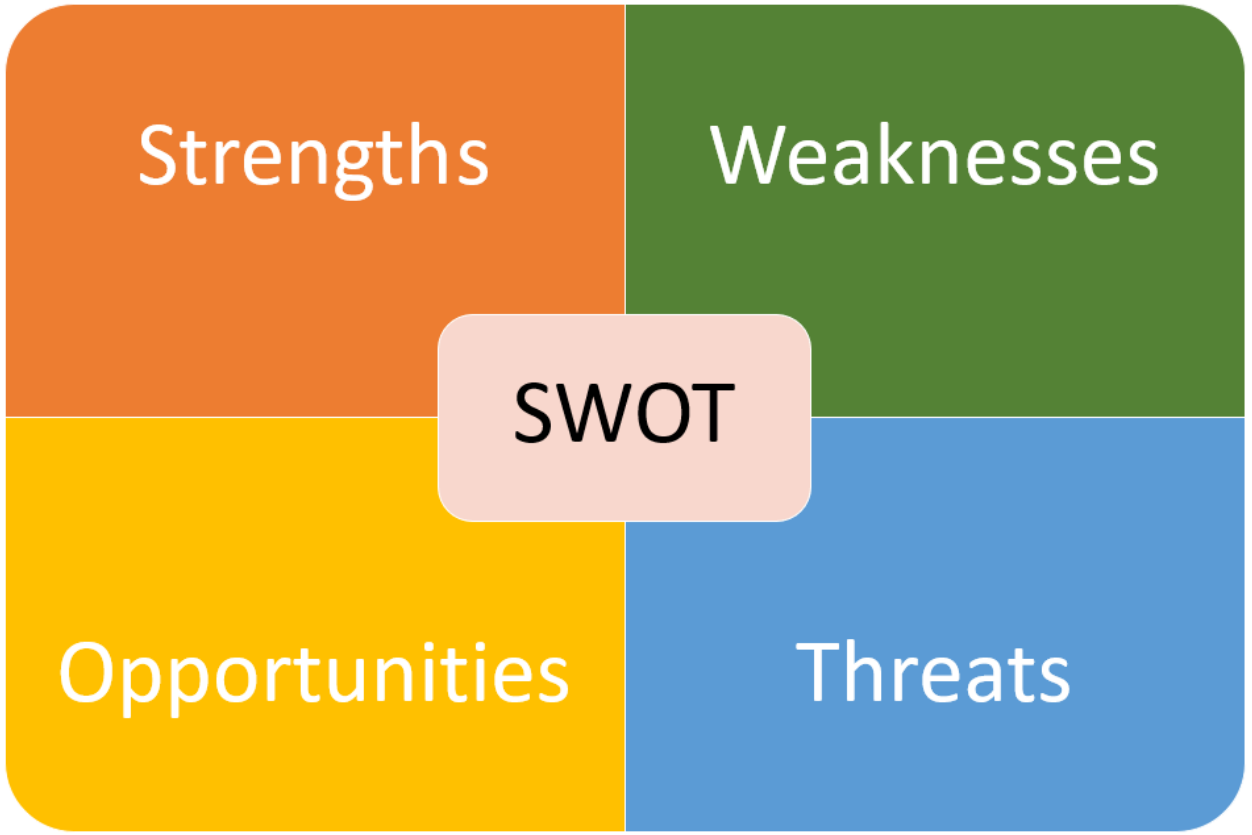


Source: 2019-2020 PharmCAS Applicant Data Report

S.W.O.T. Analysis

***S**trengths (Internal)*
***W**eaknesses (Internal)*
***O**pportunities (External)*
***T**hreats (External)*

https://tallyfy.com/swot-analysis/



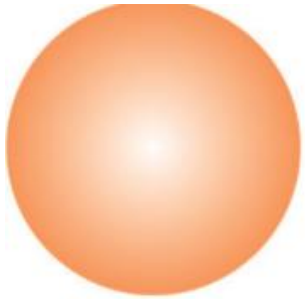
Strengths

- What does our program do well?
- What unique resources can we draw from?
- What do others see as your strengths?

Weaknesses

- What could you improve?
- Where do you have fewer resources than others?
- What do others see as your weaknesses?

Identifying Strengths and Weaknesses – ASK!



COMMUNITY

Students find their voice at Manchester, building confidence resulting in personal growth and lifelong connections.

This happens through ... (Dimension)

An example is ... (Proof point)

- Identify stakeholders and perform exercise to find out how they see you.
- Does who we think we are align with how others see us?
- What should be our value proposition? Is that unique in the marketplace?

Opportunities

- What opportunities are open to you?
- What trends could you take advantage of?
- How can you turn your strengths into opportunities

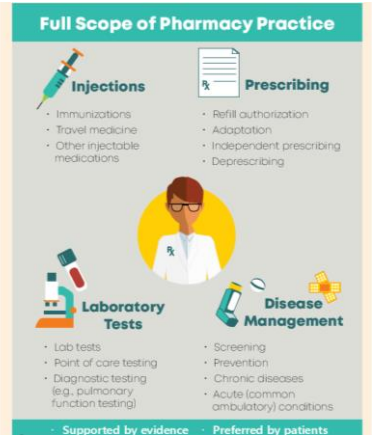
Threats

- What threats could harm you?
- What is your competition doing?
- What threats do your weaknesses expose to you?

https://www.mindtools.com/pages/article/newTMC_05.htm

Opportunities for the Pharmacy Profession

- Pharmacy has gotten an expanded scope of practice because of the pandemic and we will fight to keep it and expand further.
- The visibility of pharmacy will lead to an increase in the number of students interested in the profession and increases in applications to our schools.



Threats

- Public perception of pharmacists
- Job growth still declining (https://www.bls.gov/ooh/healthcare/pharmacists.htm)
- More graduates with increasing number of programs and declining jobs

Let's view these as opportunities!

How can we change those perceptions? Who are those champions of the profession?
How can our program position graduates to stand out in a crowded field?

The 5 C's

- Champions, who bring passion to a project or idea?
- Connectors, who are positioned to bring resources to the work?
- Collaborators, who need to be at the table as ideas are developed?
- Communicators, who need to be kept up to date to help get the word out?
- Community of people who may be interested in the information?

Develop more strategic relationships between admissions and academic affairs personnel to enroll a class that is reflective of the program's brand identity, academic offerings, and mission.

The Importance of Transparency

- Regular admissions updates to University, faculty, staff
- Share initiatives – how do they tie to strategic plan? Refer to it early and often
- Seek out input from others – “admissions is everyone’s job!”

Questions to ask ourselves…

- How can we cast a wider net?
- What does our ideal student look like? Are we willing to rethink that "ideal"? Does that "ideal" still meet our mission and identity?
- How can we get students who don't fit our typical profile to a place of success?

The Reality: The “typical” student looks different now.

- Holistic admissions process
  - Make data-driven decisions that go beyond GPA (soft skills, drive, grit)
  - Are these future practitioners that can carry out our program mission?

- Non-traditional pipelines
  - Community Colleges
  - Strategic Partnerships – dual degrees, articulation agreements

The Reality: The “typical” student looks different now.

- Supporting “at risk” students
  - Focus on development in key areas (e.g. - English Language skills, Math, Culture, Wellness strategy)
  - Success Advising
  - University investment – not just program

- Find those students who have “turned the corner” – great examples to prove the process is working.

UNM Strategies

- Continuing evolution of holistic admissions
  - Multiple Mini-Interviews
- Early Assurance Programs at UNM and other colleges in NM
  - Create a sense of belonging and inclusion for pre-pharmacy students that carries over to pharmacy school
- Increased student academic support
  - Staff and faculty
- Increased focus on student wellness
  - Increased focus across the HSC and University

Remember…we are adaptable!

The pandemic forced institutions to deliver education differently; students may now expect that nimbleness going forward.

- Remote instruction
- Accelerated programs
- High-flex pathways

Professional Competency Areas for Student Affairs Educators

- In 2009, the National Association of Student Personnel Administrators (NASPA) and the American College Personnel Association (ACPA) collaborated to establish a common set of professional competency areas for student affairs educators.
- Dr. Jason Pina, who served on this Task Force, will provide a frame of reference for the competencies and rubrics and how they can be utilized for personal and professional growth and development across roles and functions for those serving in enrollment management roles within pharmacy education.

Diamonds in the Rough: Developing Enrollment Management Professionals for the Long-term in a High-pressure Environment

- This session will highlight best practices and provide key takeaways for participants in the continual development of individual enrollment management professionals.
- The speakers will utilize scenarios from both the college-controlled and university-controlled admissions environments to provide guidance and strategies that will nurture and sustain enrollment management professionals, so they can best contribute to the institution's strategic goals as highly effective, long-term team members