



CAMPBELL
UNIVERSITY

College of Pharmacy
& Health Sciences

2026–2031

Doctor of Pharmacy Program

Strategic Plan



Doctor of Pharmacy Program

Mission: Grounded in a Christian foundation, the Doctor of Pharmacy Program within Campbell University's College of Pharmacy & Health Sciences is learner-centered, community-connected, and committed to preparing practice-ready pharmacists. The program develops graduates who think critically, lead with integrity, collaborate effectively on interprofessional teams, and strengthen patient and community health through evidence-based care, meaningful service, and lifelong professional growth.

Vision: To be the private institution of choice for pharmacy education, nationally recognized for developing pharmacists of character and competence who advance the profession through innovation and service while strengthening the health of the communities they serve.

Purpose: This strategic plan establishes priorities and performance measures that advance Campbell University's Institutional Commitments, strengthen the Hallmarks of the University, and ensure excellence and compliance with the Accreditation Council for Pharmacy Education accreditation standards.



COLLEGE OF PHARMACY
AND
HEALTH SCIENCES

MADDOX HALL
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COMMITMENT 1 | STUDENT SUCCESS - Enrollment, Development, and Retention

The Doctor of Pharmacy (PharmD) Program commits to superior student outcomes through coordinated and data-driven efforts in recruitment, retention, professional development, and sustainable enrollment.

OBJECTIVE 1. We will grow and diversify recruitment pipelines, including guaranteed admissions pathways, to increase qualified applicants and enrollment stability.

Metric 1.A. We will achieve and sustain total applications and admissions yield at or above national averages and peer institutions, with continued growth over time to reach, exceed, and maintain enrollment stability.

Metric 1.B. We will annually assess applicant academic metrics and incoming class profiles (e.g., GPA and prerequisite performance), with the goal of attracting and enrolling cohorts whose academic preparedness meets or exceeds institutional and peer benchmarks.

Metric 1.C. We will increase and sustain rates on deposit-to-matriculation conversion from the 2026 baseline, demonstrating strong enrollment stability, student commitment, and effective matriculation processes.

Metric 1.D. We will annually track the percentage of students entering through internal and partner pathways, including guaranteed admissions pathways, with continued expansion of these pathways contributing to a robust, predictable, and diverse enrollment pipeline.

OBJECTIVE 2. We will achieve and sustain a progression and retention rate exceeding 85% through comprehensive student success initiatives, including academic coaching, supplemental instruction, early alert systems, standardized remediation strategies, and wellness services.

Metric 2.A. We will measure retention and on-time graduation rates, with the goal of achieving and sustaining outcomes that exceed the 2026 baseline.

Metric 2.B. We will track remediation utilization, course failure, and course repeat rates, with the expectation of reducing the percentage of students requiring remediation and repeat coursework while supporting successful progression toward degree completion.

Metric 2.C. We will increase availability and utilization of academic coaching and support services, ensuring broad access to services that contribute to student success.

OBJECTIVE 3. We will maximize student return on investment by aligning educational costs, academic quality, and career outcomes.

Metric 3.A. We will annually monitor average educational debt at graduation and educational debt-to-income ratios, with a goal of reducing debt burdens and supporting favorable financial outcomes for graduates.

Metric 3.B. We will annually measure time to employment or enrollment in postgraduate training (e.g., residency, fellowship) following graduation and licensure, striving to demonstrate graduates' readiness for practice.

Metric 3.C. By 2028, we will surpass and sustain the 2026 baseline percentage of graduates who agree that their PharmD education provided good value relative to its cost.

OBJECTIVE 4. We will strengthen curricular, co-curricular, and experiential learning to ensure every student is practice-ready and team-ready for contemporary pharmacy practice.

Metric 4.A. We will achieve 100% student attainment of key educational outcomes and activities by graduation.

Metric 4.B. We will ensure student participation and seek to improve perceptions of interprofessional activities guided by the Interprofessional Education Collaborative (IPEC) Core Competencies.

Metric 4.C. We will maintain and grow a network of experiential partners, ensuring that at least 95% of sites consistently meet the program's quality standards by 2031.

OBJECTIVE 5. We will expand and improve marketing for the program and overall College of Pharmacy & Health Sciences (CPHS) brand.

Metric 5.A. We will increase annual marketing gains by measuring website traffic, digital search rankings, and application increases.

Metric 5.B. We will improve brand visibility and engagement through social media reach, impressions, and audience engagement metrics across official program platforms.

Metric 5.C. We will create at least one new outreach partnership, recruitment event, and/or marketing collaboration that promotes the CPHS brand and PharmD Program annually.

OBJECTIVE 6. We will improve the infrastructure necessary to sustain enrollment, retention, and student outcomes, including investments in faculty, staff, facilities, and student services.

Metric 6.A. We will evaluate faculty and staff hiring across disciplines in comparison to student needs and accreditation requirements.

Metric 6.B. We will determine the need for improvements and initiatives in facility upgrades and/or student services offered, with a goal of at least one annual initiative.

COMMITMENT 2 | Financial Strength and Operational Excellence

The PharmD Program commits to strengthening its financial resilience in ways that protect academic quality, enhance affordability, prioritize student success, and reinforce our professional reputation.

OBJECTIVE 7. We will expand scholarships and financial support to reduce student financial burden and improve access.

Metric 7.A. We will annually measure the sufficiency of total scholarships and grant dollars awarded to PharmD students and seek improvements as needed.

Metric 7.B. We will achieve annual increases in endowed scholarships and industry-sponsored awards to expand aid.

Metric 7.C. We will evaluate the relationship between financial support, retention, and academic performance.

Metric 7.D. We will identify options and inform students of private lenders and other sources of low-interest or reduced-fee funding.

OBJECTIVE 8. We will secure transformational philanthropy and partnerships to advance program quality and professional reputation.

Metric 8.A. We will annually measure total philanthropic dollars raised, rather than participation-based metrics, for strategic priorities with a target of 5% annual growth.

Metric 8.B. We will secure one or more gifts of \$1M or greater by 2031.

Metric 8.C. We will increase the amount of in-kind and material support from pharmaceutical and industry partners to offset student and program costs.

OBJECTIVE 9. We will diversify revenue through practice partnerships, industry collaboration, and clinical services.

Metric 9.A. We will increase externally generated revenue through services provided by faculty in practice and contracted services that support the program's strategic priorities.

Metric 9.B. We will foster strategic collaborations by increasing the number and scope of active health-system and industry partnerships.

Metric 9.C. We will develop at least three new revenue streams, such as certificate programs and micro-credentials, to increase revenue generated from existing initiatives.

OBJECTIVE 10. We will strengthen technology and resource management by modernizing procedures, conducting regular reviews of existing resources, and ensuring investments maximize the program's efficiency, reduce redundancy, and support long-term financial stewardship and student success.

Metric 10.A. We will complete a full assessment of all major technology systems to eliminate redundancies and select cost-effective solutions.

Metric 10.B. We will measure the consolidation of paid resources, including subscriptions and software, to reduce unnecessary outsourcing and minimize duplicate functionality.

COMMITMENT 3 | Community Impact and Engagement

The PharmD Program commits to advancing community health and workforce development through alignment of experiential education, service, and partnerships with regional health care systems to enhance health care in rural and underserved communities.

OBJECTIVE 11. We will strengthen experiential education partnerships in rural and underserved communities to support health care needs and workforce readiness in these communities.

Metric 11.A. We will annually prioritize and track the percentage of rural clinical placements.

Metric 11.B. We will continuously monitor site/preceptor evaluations and preceptor engagement to ensure the highest experiential quality.

OBJECTIVE 12. We will expand community engagement and impact, prioritizing innovative initiatives that improve quality and access to health care, especially within rural and underserved communities.

Metric 12.A. We will annually prioritize and track the number and impact of community health and service activities, including patient outcomes when feasible.

Metric 12.B. We will increase the number of community health events and participants attending events on Campbell's campus by at least three new programs and a 25% overall increase in attendance by 2031.

Metric 12.C. We will address workforce shortages and access to care by prioritizing and tracking graduate placement in rural and underserved areas.

Metric 12.D. We will increase the number of rural health partnerships, workforce development programs, and service initiatives.

COMMITMENT 4 | Program Identity, Culture, and Recognition

The PharmD Program commits to elevating the program's Christ-centered identity and dedication to service. We will advance the profession of pharmacy and cultivate our reputation for this identity through student, faculty, and staff mentoring, leadership development, and alumni engagement.

OBJECTIVE 13. We will implement programs that develop student, faculty, and staff professional identity, leadership, and our Christ-centered identity.

Metric 13.A. We will annually assess professionalism, community connectedness, and alignment with our Christ-centered mission, with the goal of fostering a culture that reflects the College's and University's values.

Metric 13.B. We will develop and evaluate program-wide onboarding and mentoring programs.

Metric 13.C. We will increase participation in voluntary and co-curricular professional and community service activities by 15% from the 2026 baseline to 2031.

OBJECTIVE 14. We will increase program recognition externally through dissemination of student, faculty, and staff achievements.

Metric 14.A. We will increase internal and external recognition of student and faculty scholarly activities and achievements by 25% from the 2026 baseline to 2031.

OBJECTIVE 15. We will leverage alumni engagement to strengthen student success, professional networks, career preparation, and program visibility.

Metric 15.A. We will increase alumni engagement in student mentoring, recruitment, career planning, and co-curricular activities.

Metric 15.B. We will increase alumni participation in experiential education, program committees, and advisory roles with a targeted increase of 10% annually.

Metric 15.C. We will collect and highlight alumni achievements to provide recognition through institutional, professional, student, and public platforms.

Ad Astra per Aspera

TO THE STARS THROUGH DIFFICULTIES