



## ***College of Pharmacy Strategic Plan***

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### **Vision:**

The College of Pharmacy will be a pre-eminent institution delivering the highest quality education, research opportunities, and service toward the advancement of the Pharmacy profession, pharmaceutical sciences, and biomedical sciences.

### **Mission:**

The mission of the UGA College of Pharmacy is to make a positive difference in the lives and health of the citizenry of Georgia, the nation, and the global community by

- Developing in its Pharmacy students the knowledge, skills, abilities, behaviors, and attitudes necessary to become professional, compassionate, and patient-centered practitioners;
- Graduating students in the Pharmaceutical Sciences who possess the knowledge, skills, abilities, behaviors, and attitudes necessary to support the pharmaceutical industry through the discovery, development, and delivery of new therapeutic agents;
- Conducting internationally-recognized research in the biomedical, pharmaceutical, and clinical sciences and translating scientific findings into innovative approaches to healthcare;
- Engaging in impactful service through community outreach and experiential programming designed to focus on improving the health and well-being of individuals and society;
- Prioritizing interdisciplinary research and interprofessional education to improve communication and practice models, therapeutic treatments, and disease prevention; and
- Instilling in our graduates the value of life-long learning and continuing professional improvement.

### **Core Values:**

#### ***Quality***

The College is committed to the pursuit of excellence in teaching, research, and service. As such, the College embraces advancement, challenges mediocrity, and works toward the development of new knowledge through continuous improvement and innovation.

#### ***Integrity***

The College holds its faculty, staff, students, and institution accountable to the highest standards of ethical behavior, honesty, integrity, and conduct.

#### ***Leadership***

The College provides clear direction for emerging and novel perspectives while assuring compassion, flexibility, professional responsibility, and personal accountability.

#### ***Collaboration and Communication***

The College promotes professional and interprofessional collaborations to enhance and encourage the reciprocal sharing of information and ideas, to develop mutual respect across disciplines and professions, and to illuminate new areas of research and discovery in response to societal needs for health and wellness.

#### ***Diversity and Inclusion***

The College recognizes the value of the cultural, individual, and experiential differences present throughout its institution and embraces this diversity through a culture of inclusiveness.

#### ***Service and Outreach***

The College is dedicated to fostering life-long learning opportunities and to promoting sustained research and scholarship activities.

#### ***Active Citizenship***

The College supports a collegial environment and encourages its members to engage in its growth and welfare through their active interest in and contributions to the governance of the College.

## ***College of Pharmacy Strategic Plan***

### **Section 1: Programs and Instruction**

#### **Goal 1.1: Provide high quality PharmD education**

##### Goal 1.1.i

The College delivers a professional curriculum designed to develop the knowledge, skills, abilities, and attitudes of student pharmacists to become:

- Patient-centered professionals.
- Medication and healthcare specialists
- Experts who prevent and manage drug-related problems to improve patient outcomes.
- Integral and contributing members of interprofessional healthcare teams.

#### **Metrics for Goal 1.1.i**

##### Strategy

Data from multiple sources should be collected, triangulated, and interpreted for each year of the PharmD curriculum in order to answer the following question:

*Are the curricula developing the knowledge, skills, abilities, and attitudes of student pharmacists during each year of the PharmD program?*

##### Methods of Measurement

P1: Pharmacists are patient-centered professionals

- Curriculum review: Mapping to EOs and TOs identified as “patient-centered”
- Student performance on classroom assignments
- Student self-reports of exposure to and mastery of “patient-centered” curriculum

P2: Pharmacists are medication specialists

- Curriculum review: Mapping to EOs and TOs identified with a focus on medication
- Student performance on classroom assignments
- Student self-reports of exposure to and mastery of medication curriculum

P3: Pharmacists prevent and manage drug-related problems to improve patient outcomes

- Curriculum review: Mapping to EOs and TOs identified with a focus on patient outcomes
- Student performance on assignments/IPPEs
- Student self-reports of exposure to and mastery of patient outcome curriculum

P4: Pharmacists provide patient care as contributing members of interprofessional healthcare teams

- Student performance on rotations (APPEs)
- Student self-reports of exposure to, participation in, and understanding of interprofessional teams and collaboration

##### Accountability

*Data Collection,*

- Office of Assessment
- Curriculum Committee
- Classroom and Experience Programs Faculty

*Data Interpretation and Reporting:*

- Office of the Associate Dean / Office of Assessment

***These data are to be collected, interpreted, and reported as part of the ACPE Accreditation Self Study.***

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### Goal 1.1.ii

The College supports curricular and co-curricular initiatives that

- Provide students with the knowledge and skills necessary to adapt and thrive in a rapidly changing environment
- Develop students as progressive practitioners of Pharmacy
- Expose students to post-graduate educational opportunities
- Foster and promote entrepreneurship among students
- Encourage student involvement in student and professional organizations.

### **Metrics for Goal 1.1.ii**

#### Strategy

Data from multiple sources should be collected, triangulated, and interpreted for each year of the PharmD curriculum in order to answer the following questions:

1. *Are the curricula and/or co-curricula providing students with the knowledge and skills necessary to adapt and thrive in a rapidly changing environment?*
2. *Are the curricula and/or co-curricula developing students as progressive practitioners of Pharmacy?*
3. *Are the curricula and/or co-curricula exposing students to post-graduate educational opportunities?*
4. *Are the curricula and/or co-curricula fostering and promoting entrepreneurship among students?*
5. *Are the curricula and/or co-curricula encouraging student involvement in student and professional organizations?*

#### Methods of Measurement

- Student evaluations of co-curricular programs and/or curricular activities and program/activity relevance to each of the areas in 1-4, above
- Annual data regarding numbers of students participating in student and professional organizations

#### Accountability

##### *Data Collection:*

- Office of Assessment
- *Ad Hoc* ePortfolio Review Committee
- Office of Student Affairs (via reports from Faculty Mentors and DSAC)

##### *Data Interpretation and Reporting:*

- Office of the Associate Dean / Office of Assessment

***These data are to be collected, interpreted, and reported as part of the ACPE Accreditation Self Study***

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### Goal 1.1.iii

Faculty use effective teaching methods that enhance problem identification, critical thinking, and innovation.

#### **Metrics for Goal 1.1.iii**

##### Strategy

Data from multiple sources should be collected, triangulated, and interpreted annually for each year of the PharmD curriculum in order to answer the following question:

*Are faculty using effective teaching methods that enhance problem identification, critical thinking, and innovation?*

##### Methods of Measurement

- Faculty self-evaluations of teaching methods
- Peer review of teaching
- Student evaluations of faculty teaching methods
- Pre-/Post-Program assessment of student problem identification, critical thinking, and innovation (aggregated by cohort)

##### Accountability

###### *Data Collection:*

- Office of the Associate Dean /Office of Assessment
- Assistant Dean for Instruction

###### *Interpretation and Reporting:*

- Assistant Dean for Instruction

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### Goal 1.1.iv

The College prepares its students to be professional, ethical, and caring pharmacists.

#### **Metrics for Goal 1.1.iv**

##### Strategy

Data from multiple sources should be collected, triangulated, and interpreted annually for each year of the PharmD curriculum in order to answer the following question:

*Is the College preparing its students to be professional, ethical, and caring pharmacists?*

##### Methods of Measurement

- Pre-/Post-assessments for PharmD students using instruments designed to measure professionalism, ethics, and caring
- Student evaluations of professionalism boot camp
- Formal interviews of students across PharmD curriculum regarding attitudes toward professionalism, ethics, and patient care
- Feedback on student performance from preceptors
- Annual data regarding student professionalism violations

##### Accountability

###### *Data Collection:*

- Assistant Dean for Instruction
- Office of Student Affairs
- Office of Experience Programs

###### *Data Interpretation:*

- Academic and Professionalism Committee
- Assistant Dean for instruction
- Office of Experience Programs

###### *Data Reporting:*

- Assistant Dean for instruction

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### **Goal 1.2: Offer state-of-the-art graduate research programs**

#### Goal 1.2.i

The College pushes the frontier of new knowledge in the pharmaceutical and clinical sciences by providing quality graduate research programs designed to train new researchers and investigators to work in interdisciplinary environments.

#### **Metrics for Goal 1.2.i**

##### Strategy

Data from multiple sources should be collected, triangulated, and interpreted annually in order to answer the following questions:

1. *Is the College providing quality graduate research programs?*
2. *Do the graduate research programs offered by the College train innovative researchers/investigators in the areas of pharmaceutical science, biotechnology, and the Pharmacy profession to work in interdisciplinary environments?*

##### Methods of Measurement

- Enrollment data for numbers of graduate students in each program area (MS and PhD)
- Overview of faculty research productivity including publications, grants, invitations to present, citations, etc., highlighting those areas of scholarship that represent interdisciplinary collaboration
- Tracking of student scholarship including the number of student presentations at national meetings and the number of peer-reviewed publications (as author and/or co-author with faculty advisor)
- Student evaluations of quality of graduate programming
- Tracking employment information for students post-graduation

##### Accountability

###### *Data Collection:*

- Office of Assessment
- PBS Department Head
- CAP Department Head
- Graduate Program Directors
- Office of External Affairs (Alumni Affairs)

###### *Data Interpretation:*

- PBS Department Head
- CAP Department Head
- Graduate Program Directors

###### *Data Reporting:*

- PBS Department Head
- CAP Department Head

***These data are to be collected, interpreted, and reported as part of the UGA Academic Program Review.***

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### **Goal 1.3: Provide educational opportunities through undergraduate and graduate offerings that meet the healthcare and workforce needs of the state and the nation**

#### Goal 1.3.i

The College offers a quality Bachelor of Science program in Pharmaceutical Science designed to

- Provide students with a broad knowledge of the pharmaceutical and related sciences;
- Engage students in the integration and application of the pharmaceutical and related sciences in identifying and solving problems;
- Introduce students to the processes and factors inherent in drug discovery and development;
- Develop in students effective written and oral communication skills;
- Foster interprofessional, collaborative, and team-based problem-solving skills in students;
- Educate students about ethical, social, and scientifically responsible conduct.

<b>Metrics for Goal 1.3.i</b>
<p><u>Strategy</u> Data should be collected and interpreted annually in order to answer the following question:</p> <p><i>Is the College providing a quality undergraduate program?</i></p> <p><u>Methods of Measurement</u></p> <ul style="list-style-type: none"> <li>• Enrollment data for numbers of undergraduate students in the B.S. program</li> <li>• Overview of faculty who teach in the B.S. program, including their professional affiliations and research productivity</li> <li>• Documentation of student research projects and/or internships</li> <li>• Annual program completion information (i.e., number of students graduating, average GPA, etc.)</li> <li>• Student evaluations of quality of courses and faculty               <ul style="list-style-type: none"> <li>➤ Office of Assessment to develop and administer survey and report findings to the Program Director</li> </ul> </li> <li>• Tracking employment information and/or continued study plans for students post-graduation</li> </ul> <p><u>Accountability</u></p> <p><i>Data Collection and Interpretation:</i></p> <ul style="list-style-type: none"> <li>• Program Director</li> <li>• Office of Assessment</li> </ul> <p><i>Data Reporting:</i></p> <ul style="list-style-type: none"> <li>• PBS Department Head</li> </ul>

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### Goal 1.3.ii

The College provides quality postgraduate residency programs and advanced learning and educational training opportunities (e.g., joint degree, certificate, fellowship, and other interprofessional programs) designed to develop expertise and leadership beyond the PharmD

#### **Metrics for Goal 1.3.ii**

##### Strategy

Data should be collected and interpreted annually in order to answer the following question:

*Does the College provide quality postgraduate residency programs and educational training opportunities designed to develop expertise and leadership beyond the PharmD?*

##### Methods of Measurement

- Number of PharmD students who present at regional, state, and/or national professional meetings (posters, presentations, competitions, publications, etc.)
  - Include names of student and faculty collaborators, title of presentation, and location/date of presentation
- Number of graduates seeking residency
- Number of graduates seeking post-graduate education (other than residency)
- Overview of residency programs and educational training opportunities with enrollment data for each program
- Overview of faculty who participate in these programs, including their professional affiliations and research productivity
- Documentation of student research projects and/or internships (as applicable) within the programs
- Student evaluations of quality of courses/programs and faculty
  - Office of Assessment to develop and administer survey and report findings to the Program Coordinators

##### Accountability

###### *Data Collection:*

- Program Coordinators
- Residency Coordinators
- Office of Assessment
- Office of Student Affairs

###### *Data Interpretation and Reporting:*

- Office of the Associate / Office of Assessment

***These data are to be collected, interpreted, and reported as part of the CoP Annual Report.***



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### Goal 1.3.iii

The College provides certificate, masters, and specialty education programs designed to positively impact the employability of the working adult and other non-traditional students.

#### **Metrics for Goal 1.3.iii**

##### Strategy

Data should be collected and interpreted annually in order to answer the following question:

*Have the certificate, masters, and specialty education programs offered by the College positively impacted the employability of their participants?*

##### Methods of Measurement

- Overview of annual course offerings within the various programs
- Numbers of non-traditional/working students impacted through programming
- Overview of faculty and students who participate in these programs, including their professional affiliations and research productivity
- Evaluations of quality of courses and instruction
  - Office of Assessment to develop and administer surveys/conduct interviews and report findings to departmental leadership
- Documentation of programmatic impact
  - Office of External Affairs (Alumni Relations) to track graduate progress after program completion and report findings to departmental leadership

##### Accountability

###### *Data Collection:*

- Program Directors / Coordinators
- Office of Assessment
- Office of External Affairs (Alumni Relations)

###### *Data Interpretation:*

- PBS Department Head
- CAP Department Head

###### *Data Reporting:*

- Assistant Dean for Instruction

***These data are to be collected, interpreted, and reported as part of the CoP Annual Report.***

## ***College of Pharmacy Strategic Plan***

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### **Section 2: People**

#### **Goal 2.1: Recruit and graduate outstanding PharmD students**

##### Goal 2.1.i

The College recruits motivated, diverse, and scholastically qualified students.

#### **Metrics for Goal 2.1.i**

##### Strategy

Data should be collected and interpreted annually in order to answer the following question:

*Is the College recruiting motivated, diverse, and scholastically qualified students?*

##### Methods of Measurement

- Sum of normalized GPA and PCAT percentile
- Scores on interviews designed to test communication skills, ability to reason, and motivation
- Ratio of number of applicants to enrollment slots to be higher than 3:1
- Overview of recruiting programs and activities, including efforts to engage underrepresented minorities
- Achieve and exceed cohorts consisting of at least 15% underrepresented minorities by 2020

##### Accountability

###### *Data Collection:*

- Office of Student Affairs
  - Admissions Committee
- Program Coordinator for Diversity
  - Diversity and Multiculturalism Committee

###### *Data Interpretation:*

- Assistant Dean for Student Affairs

###### *Data Reporting:*

- Office of the Associate Dean

***These data are to be collected, interpreted, and reported as part of the CoP Annual Report.***

## ***College of Pharmacy Strategic Plan***

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### Goal 2.1.ii

The College employs support programs designed to maximize PharmD student success and retention.

#### **Metrics for Goal 2.1.ii**

##### Strategy

Data should be collected and interpreted annually in order to answer the following question:

*Is the College employing support programs designed to maximize PharmD student success and retention?*

##### Methods of Measurement

- Number of students who fall behind each year for academic, professional, and/or personal reasons
- Overview of formalized student advising, mentoring, and tutoring programs and activities (including statistics of the number of students taking part in the programs and activities)
- Overview of programs to support underrepresented and international students
- Data collected from students regarding academic, professional, and personal development needs

##### Accountability

###### *Data Collection:*

- Office of Student Affairs
- Academic and Professionalism Committee
- Program Coordinator for Diversity
  - Diversity and Multiculturalism Committee

###### *Data Interpretation:*

- Assistant Dean for Student Affairs

###### *Data Reporting:*

- Office of the Associate Dean

***Advising and support programs to be described and featured on the CoP website.***

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### **Goal 2.2: Recruit and graduate outstanding PharmD residents**

#### Goal 2.2.i

The College recruits motivated, diverse, and scholastically qualified PharmD residents.

#### **Metrics for Goal 2.2.i**

##### Strategy

Data should be collected and interpreted annually in order to answer the following question:

*Is the College recruiting motivated, diverse, and scholastically qualified PharmD residents?*

##### Methods of Measurement

- Description of residency recruiting programs and activities, including efforts to engage underrepresented minorities
- Number of residency students enrolled annually
- Number of residency students graduating from the program annually
- Overview of demographics of residency students admitted annually
- Tracking employment information and/or continued study plans for students post-residency

##### Accountability

###### *Data Collection:*

- Residency Program Directors
- Program Coordinator for Diversity
  - Diversity and Multiculturalism Committee
- Office of External Affairs (Alumni Relations)

###### *Data Interpretation:*

- Residency Program Directors

###### *Data Reporting:*

- CAP Department Head

***These data are to be collected, interpreted, and reported as part of the CoP Annual Report.***

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### **Goal 2.3: Recruit and graduate outstanding undergraduate students**

#### Goal 2.3.i

The College recruits motivated, diverse, and scholastically qualified undergraduate students.

#### **Metrics for Goal 2.3.i**

##### Strategy

Data should be collected and interpreted annually in order to answer the following question:

*Is the College recruiting motivated, diverse, and scholastically qualified undergraduate students?*

##### Methods of Measurement

- Description of College recruiting programs and activities, including efforts to engage underrepresented minorities in its BS program
- Number of undergraduate students enrolled annually
- Number of undergraduate students graduating from the program annually
- Overview of demographics for undergraduate students admitted annually (including entrance GPA)
- Tracking employment information and/or continued study plans for students post-graduation

##### Accountability

###### *Data Collection:*

- Undergraduate Program Director
- Office of External Affairs (Alumni Relations)
- Program Coordinator for Diversity
  - Diversity and Multiculturalism Committee

###### *Data Interpretation:*

- Undergraduate Program Director

###### *Data Reporting:*

- PBS Department Head

***These data are to be collected, interpreted, and reported as part of the CoP Annual Report.***

## ***College of Pharmacy Strategic Plan***

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### **Goal 2.4: Recruit and graduate outstanding postgraduate students**

#### Goal 2.4.i

The College recruits motivated, diverse, and scholastically qualified postgraduate students in its MS and PhD programs.

#### **Metrics for Goal 2.4.i**

##### Strategy

Data should be collected and interpreted annually in order to answer the following question:

*Is the College recruiting motivated, diverse, and scholastically qualified postgraduate students in its MS and PhD programs?*

##### Methods of Measurement

- Description of College recruiting programs and activities, including efforts to engage underrepresented minorities
- Number of postgraduate students enrolled annually in MS and PhD programs
- Overview of qualifications of graduate students admitted (entrance GPA, field of study, research aspirations, etc.)
- Number of students graduating from College graduate programs
- Tracking employment information for students post-graduation

##### Accountability

###### *Data Collection:*

- Graduate Program Directors
- Office of External Affairs (Alumni Relations)
- Program Coordinator for Diversity
  - Diversity and Multiculturalism Committee

###### *Data Interpretation:*

- Graduate Program Directors
- Graduate Education and Curriculum Committee

###### *Data Reporting:*

- CAP Department Head
- PBS Department Head

***These data are to be collected, interpreted, and reported as part of the CoP Annual Report.***

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### **Goal 2.5: Recruit and retain a talented, diverse faculty**

#### Goal 2.5.i

The College maintains a qualified faculty that is adequate for its mission.

<b>Metrics for Goal 2.5.i</b>
<p><u>Strategy</u> Data should be collected and interpreted annually in order to answer the following question:</p> <p><i>Does the College maintain a qualified faculty that is adequate for its mission?</i></p> <p><u>Methods of Measurement</u></p> <ul style="list-style-type: none"> <li>• Student to Faculty ratio of less than nine to one</li> <li>• Faculty background and qualifications relevant to the College's teaching, research, and outreach mission</li> </ul> <p><u>Accountability</u></p> <p><i>Data Collection:</i></p> <ul style="list-style-type: none"> <li>• PBS Department Head</li> <li>• CAP Department Head</li> <li>• Assistant Dean for Experience Programs</li> </ul> <p><i>Data Interpretation and Reporting:</i></p> <ul style="list-style-type: none"> <li>• Dean</li> </ul>

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### Goal 2.5.ii

The College engages in recruitment practices designed to attract a diverse and talented faculty.

#### **Metrics for Goal 2.5.ii**

##### Strategy

Data should be collected and interpreted annually in order to answer the following question:

*Is the College recruiting talented, diverse faculty members?*

##### Methods of Measurement

- Overview of recruiting programs and activities, including efforts to engage underrepresented minorities

##### Accountability

###### *Data Collection:*

- PBS Department Head
- CAP Department Head
- Assistant Dean for Experience Programs
- Program Coordinator for Diversity

###### *Data Interpretation and Reporting:*

- Office of Business Affairs (Human Resources)



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### Goal 2.5.iii

The Academic Units offer a strong mentoring and support program for junior faculty that provides and encourages professional development and growth.

#### **Metrics for Goal 2.5.iii**

##### Strategy

Data should be collected and interpreted annually in order to answer the following question:

*Are the academic units offering a strong mentoring and support program for junior faculty that provides and encourages their professional development and growth?*

##### Methods of Measurement

- Documentation of faculty mentoring and support programs and activities, including professional development offerings
- Junior faculty satisfaction survey of mentoring and support programs offered in the College
- Office of Assessment to develop and administer survey and report findings to Academic Unit heads

##### Accountability

###### *Data Collection:*

- PBS Department Head
- CAP Department Head
- Assistant Dean for Experience Programs

###### *Data Interpretation and Reporting:*

- Assistant Dean for Instruction

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### Goal 2.5.iv

The Departments in the College provide clear standards for faculty performance that reward teaching, scholarship, service, and citizenship.

#### **Metrics for Goal 2.5.iv**

##### Strategy

Data should be collected and interpreted annually in order to answer the following question:

*Do the Departments in the College provide clear standards for faculty performance that reward teaching, scholarship, service, and citizenship?*

##### Methods of Measurement

- Documentation of P&T Unit promotion and tenure guidelines
- No overturn of P&T Unit recommendations (based upon the unit's promotion criteria) by the College and/or University committees
- The College gives annual awards to faculty who excel in teaching and innovativeness
- Nominations of College faculty for University, regional, and/or national awards/recognitions for teaching
- Documentation of service awards for faculty who excel in service-oriented outreach, mentoring, and advising
- Nominations of College faculty for University, regional, and/or national awards/recognitions for service

##### Accountability

###### *Data Collection:*

- PBS Department Head
- CAP Department Head
- Assistant Dean for Experience Programs
- Faculty Awards Committee

###### *Data Interpretation and Reporting:*

- Assistant Dean for Instruction

***These data are to be collected, interpreted, and reported as part of the CoP Annual Report.***

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### **Goal 2.6: Recruit and recognize volunteer faculty**

#### Goal 2.6.i

The College attracts, supports, and recognizes outstanding volunteer faculty.

<b>Metrics for Goal 2.6.i</b>
<p><u>Strategy</u> Data should be collected and interpreted in order to answer the following question:</p> <p><i>Does the College attract, support, and recognize outstanding volunteer faculty?</i></p> <p><u>Methods of Measurement</u></p> <ul style="list-style-type: none"> <li>• Summative report of triennial evaluations of adjunct and without-salary (WOS) faculty</li> <li>• Summative report of preceptor eligibility requirements and qualifications</li> <li>• Annual preceptor recognition award</li> <li>• Overview of support provided to preceptors and adjunct faculty</li> </ul> <p><u>Accountability</u></p> <p><i>Data Collection:</i></p> <ul style="list-style-type: none"> <li>• CAP Department Head</li> <li>• PBS Department Head</li> <li>• Assistant Dean for Experience Programs</li> </ul> <p><i>Data Interpretation and Reporting:</i></p> <ul style="list-style-type: none"> <li>• Assistant Dean for Instruction</li> </ul> <p style="text-align: right;"><b><i>These data are to be collected, interpreted, and reported as part of the CoP Annual Report.</i></b></p>

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### **Goal 2.7: Hire and recognize a highly competent and diverse staff**

#### Goal 2.7.i

The College hires and recognizes a diverse and highly competent staff in support of the faculty and students--as well as the administration and operation of the units, departments, programs, and offices--across the College.

#### **Metrics for Goal 2.7.i**

##### Strategy

Data should be collected and interpreted in order to answer the following question:

*Does the College hire and recognize a diverse and highly competent staff in support of the faculty and students--as well as the administration and operation of the units, departments, programs, and offices--across the College?*

##### Methods of Measurement

- Hiring practices that align individual capabilities with position duties
- Completion of Administrative and Operational Review process (including personnel information included in self-study)
- Completion of yearly review process and merit proposals for each staff member
- Two staff merit awards: Employee of the Year (awarded annually) and STAR Award (awarded quarterly)

##### Accountability

###### *Data Collection:*

- All Department and Unit Heads
- Staff Supervisors
- Program Coordinator for Diversity
  - Diversity and Multiculturalism Committee
- Staff Award Committee
- Dean's Office

###### *Data Interpretation:*

- All Department and Unit Heads

###### *Data Reporting:*

- Office of Business Affairs (Human Resources)

***These data are to be collected, interpreted, and reported as part of the CoP Annual Report.***

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### Goal 2.7.ii

The College creates and supports development and training opportunities for its staff to improve their skills and promotability.

#### **Metrics for Goal 2.7.ii**

##### Strategy

Data should be collected and interpreted annually in order to answer the following question:

*Does the College create and support development and training opportunities for its staff to improve their skills and promotability?*

##### Methods of Measurement

- Documentation of communications to staff regarding the availability of development and training opportunities
- Annual documentation of staff participation in development and training support opportunities

##### Accountability

*Data Collection, Interpretation and Reporting:*

- Office of Business Affairs (Human Resources)

***Staff participation in development and training to be reported and published in Rx News.***

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### **Goal 2.8: Ensure active involvement of alumni and other stakeholders**

#### Goal 2.8.i

The College establishes the active involvement of alumni and other stakeholders in its operation and activities.

<b>Metrics for Goal 2.8.i</b>
<p><u>Strategy</u> Data should be collected and interpreted annually in order to answer the following question:</p> <p><i>Does the College establish the active involvement of alumni and other stakeholders in its operation and activities?</i></p> <p><u>Methods of Measurement</u></p> <ul style="list-style-type: none"> <li>• Documentation of at least one annual Pharmacy Advisory Board meeting (including dates, locations, and list of attendees)</li> <li>• Documentation of at least one annual Alumni Council meeting (including dates, locations, and lists of attendees)</li> <li>• Maintain at least 100 alumni as volunteer faculty</li> <li>• Insure a full complement of alumni on College committees as described in College bylaws</li> <li>• Documentation of active requests for input from alumni (when appropriate)</li> </ul> <p><u>Accountability</u></p> <p><i>Data Collection:</i></p> <ul style="list-style-type: none"> <li>• Office of External Affairs (Alumni Affairs)</li> <li>• CoP Committee Chairs</li> <li>• Dean's Office</li> </ul> <p><i>Data Interpretation and Reporting:</i></p> <ul style="list-style-type: none"> <li>• Dean's Office</li> </ul>

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### Goal 2.8.ii

The College supports the delivery of quality, need-based continuing education to alumni and other practitioners designed to enhance the Pharmacy profession and serve the welfare of the population.

#### **Metrics for Goal 2.8.ii**

##### Strategy

Data should be collected and interpreted annually in order to answer the following question:

*Does the College support the delivery of quality, need-based continuing education to alumni and other practitioners designed to enhance the Pharmacy profession and serve the welfare of the population?*

##### Methods of Measurement

- Overview of annual programming developed in response to needs-assessments of stakeholders (including overview of topics, assessment data, and number of CE hours generated)
- Maintain ACPE accreditation
- Enrollment data for numbers of program participants
- Overview of faculty who provide leadership to these programs, including their professional affiliations and research productivity
- Documentation of participant affiliations
- Participant evaluations of quality of courses and faculty

##### Accountability

###### *Data Collection:*

- NTEO / Continuing Education Committee
- Office of Assessment

###### *Data Interpretation and Reporting:*

- NTEO / Continuing Education Committee

***These data are to be collected, interpreted, and reported as part of the CoP Annual Report.***

## ***College of Pharmacy Strategic Plan***

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### **Section 3: Resources**

#### **Goal 3.1: Increase financial resources**

##### Goal 3.1.i

The College endeavors to broaden its financial resources to buffer fluctuation inherent in budgetary cycles.

#### **Metrics for Goal 3.1.i**

##### Strategy

Data should be collected and interpreted annually in order to answer the following question:

*How is the College broadening its financial resources to buffer fluctuation inherent in budgetary cycles?*

##### Methods of Measurement

- Increase the College-wide portfolio of income-generating educational offerings and services

##### Accountability

###### *Data Collection:*

- PBS Department Chair
- CAP Department Chair
- Assistant Dean for Experience Programs
- Continuing Education Committee

###### *Data Interpretation:*

- Office of Business Affairs

###### *Data Reporting:*

- Dean's Office

***These data are to be collected, interpreted, and reported as part of the CoP Annual Report.***



## ***College of Pharmacy Strategic Plan***

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### Goal 3.1.ii

The College will increase endowments for

- Scholarships and fellowships;
- Chairs/professorships and research;
- Support activities.

#### **Metrics for Goal 3.1.ii**

##### Strategy

Data should be collected and interpreted annually in order to answer the following question:

*Is the College increasing endowments for scholarships and fellowships, chairs/professorships and research, and support activities?*

##### Methods of Measurement

- Annual reporting of scholarship and fellowship endowments
- Annual reporting of numbers of endowed chairs/professorships
- Annual reporting of numbers of endowments for research
- Annual reporting of endowments/gifts for support activities
- Yearly comparison of past endowments to determine increases

##### Accountability

###### *Data Collection:*

- Office of External Affairs
- Office of Business Affairs

###### *Data Interpretation:*

- Office of Business Affairs

###### *Data Reporting:*

- Dean

***These data are to be collected, interpreted, and reported as part of the CoP Annual Report.***

## ***College of Pharmacy Strategic Plan***

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### **Goal 3.2: Secure the best possible facilities for our students, staff, and faculty**

#### Goal 3.2.i

The College secures the best possible facilities for its students, staff, and faculty.

<b>Metrics for Goal 3.2.i</b>
<p><u>Strategy</u> Data should be collected and interpreted annually in order to answer the following question:  <i>Does the College secure the best possible facilities for its students, staff, and faculty?</i></p> <p><u>Methods of Measurement</u></p> <ul style="list-style-type: none"> <li>• Annual report from faculty satisfaction survey and facilities needs assessments</li> </ul> <p><u>Accountability</u> <i>Data Collection:</i></p> <ul style="list-style-type: none"> <li>• Office of Assessment</li> </ul> <p><i>Data Interpretation and Reporting:</i></p> <ul style="list-style-type: none"> <li>• Dean's Office</li> </ul>

## ***College of Pharmacy Strategic Plan***

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### **Section 4: College Operations**

#### **Goal 4.1: College Organization**

##### Goal 4.1.i

The College is organized in such a way as to provide optimal support to its mission.

#### **Metrics for Goal 4.1.i**

##### Strategy

Data should be collected and interpreted in order to answer the following question:

*Is the College organized in such a way as to provide optimal support to its mission?*

##### Methods of Measurement

- Administrative and Operational Reviews conducted every five years (CoP Policy #CoP15-001D)

##### Accountability

###### *Data Collection:*

- *Ad Hoc* Review Teams
- Dean's Office

###### *Data Interpretation:*

- Executive Committee

###### *Data Reporting:*

- Dean

## ***College of Pharmacy Strategic Plan***

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### Goal 4.1.ii

Each academic unit of the College has a clearly defined role that is contributing to the overall mission of the College.

#### **Metrics for Goal 4.1.ii**

##### Strategy

Data should be collected and interpreted in order to answer the following question:

*Does each academic unit of the College have a clearly defined role that contributes to the overall mission of the College?*

##### Methods of Measurement

- Each academic unit must provide its own mission and vision statements and strategic plan, which align with and support the College's Strategic Plan
- Academic Units strategic plans to be reviewed annually

##### Accountability

###### *Strategic Plan Development:*

- CAP Department Head
- PBS Department Head
- Assistant Dean, Experience Programs

###### *Strategic Plan Review for Alignment with CoP:*

- Executive Committee

###### *Alignment Report:*

- Dean's Office

## ***College of Pharmacy Strategic Plan***

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### Goal 4.1.iii

The College employs an annual budget review process of its various units designed to review past performance and future needs of its units.

#### **Metrics for Goal 4.1.iii**

##### Strategy

Data should be collected and interpreted in order to answer the following question:

*Does the College employ an annual budget review process designed to review past performance and future needs of its units?*

##### Implementation Process

- Each November the Business Office will submit detailed accounting of previous year budgets to the Dean and Unit heads for review
- Each December each unit to submit detailed budget request for the coming year to the Dean with documentation of need with focus on strategic plan
- Dean to allocate funds according to need and to achieve the goals of the strategic plan

##### Accountability

###### *Data Collection:*

- All Department and Unit Heads

###### *Data Interpretation and Reporting:*

- Office of Business Affairs
- Executive Committee

###### *Responsive Action:*

- Dean

## ***College of Pharmacy Strategic Plan***

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### Goal 4.1.iv

College operations are to be service-oriented.

#### **Metrics for Goal 4.1.iv**

##### Strategy

Data should be collected and interpreted annually in order to answer the following question:

*Are College operations service-oriented?*

##### Methods of Measurement

- College-wide survey accessibility and satisfaction conducted every five years as part of the Administrative and Operational Review process
- Improvement plans developed based on survey responses

##### Accountability

###### *Data Collection:*

- Dean's Office via *Ad Hoc* Review Teams

###### *Data Interpretation and Reporting:*

- Executive Committee

###### *Responsive Action:*

- Dean

## ***College of Pharmacy Strategic Plan***

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### **Goal 4.2: Optimize the use of regional sites and education**

#### Goal 4.2.i

To promote stronger professional training and faculty/student mentorship, the College is committed to its 2+2 educational program.

<b>Metrics for Goal 4.2.i</b>
<p><u>Strategy</u> Data should be collected and interpreted annually in order to answer the following question:</p> <p><i>Does the College promote stronger professional training and faculty/student mentorship through its 2+2 educational program?</i></p> <p><u>Methods of Measurement</u></p> <ul style="list-style-type: none"> <li>• Overview of professional training opportunities/ clinical expertise unique to each 2+2 site</li> <li>• Faculty to student ratio at 2+2 sites</li> <li>• Student feedback on perceived quality of their 2+2 experiences and programmatic satisfaction</li> </ul> <p><u>Accountability</u></p> <p><i>Data Collection:</i></p> <ul style="list-style-type: none"> <li>• Office of Assessment</li> <li>• Assistant Deans of Augusta, Albany, and Savannah sites</li> </ul> <p><i>Data Interpretation and Reporting:</i></p> <ul style="list-style-type: none"> <li>• CAP Department Head</li> </ul>

## ***College of Pharmacy Strategic Plan***

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### **Section 5: Scholarship and Research**

#### **Goal 5.1: Advance basic, clinical, and translational research**

##### Goal 5.1.i

The College will become a leader in drug discovery and development, basic biomedical sciences, and clinical research focused on translational sciences (T1, T2, and T3).

#### **Metrics for Goal 5.1.i**

##### Strategy

Data should be collected and interpreted annually in order to answer the following question:

*How is the College establishing its leadership in drug discovery and development, basic biomedical sciences, and clinical research focused on translational sciences (T1, T2, and T3)?*

##### Methods of Measurement

- Performance productivity of College faculty proportional to faculty in the top 20 comparable departments

##### Accountability

###### *Data Collection:*

- CAP Department Head
- PBS Department Head

###### *Data Interpretation and Reporting:*

- Dean's Office

***These data are to be collected, interpreted, and reported as part of the CoP Annual Report.***



## ***College of Pharmacy Strategic Plan***

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### Goal 5.1.ii

The College will develop strong interdisciplinary research collaborations and research activities.

#### **Metrics for Goal 5.1.ii**

##### Strategy

Data should be collected and interpreted annually in order to answer the following question:

*Is the College developing strong interdisciplinary research collaborations and research activities?*

##### Methods of Measurement

- Annual listings of interdisciplinary publications by College faculty
- Comparison of numbers of publications over time to determine increasing collaborations
- Number of interdepartmental collaborations

##### Accountability

###### *Data Collection:*

- CAP Department Head
- PBS Department Head
- Assistant Dean for Experience Programs

###### *Data Integration and Reporting:*

- Dean's Office

***These data are to be collected, interpreted, and reported as part of the CoP Annual Report.***

## ***College of Pharmacy Strategic Plan***

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### **Goal 5.2: Advance scholarship of teaching and clinical service**

#### Goal 5.2.i

The College supports a culture of scholarship of teaching and clinical service.

#### **Metrics for Goal 5.2.i**

##### Strategy

Data should be collected and interpreted annually in order to answer the following question:

*Does the College support a culture of scholarship of teaching and clinical service?*

##### Methods of Measurement

- Documentation of faculty publications in the areas of teaching and clinical service
- Comparison of numbers of publications over time to determine culture of support
- Documentation of faculty who participate in national meetings/national collaborations in the areas of teaching and public clinical service
- P&T documents articulate support for the scholarship of teaching and clinical service
- Faculty development opportunities are offered in support of the scholarship of teaching and clinical service

##### Accountability

###### *Data Collection:*

- CAP Department Head
- PBS Department Head
- Assistant Dean for Experience Programs

###### *Data Integration and Reporting:*

- Dean's Office

***These data are to be collected, interpreted, and reported as part of the CoP Annual Report.***

## ***College of Pharmacy Strategic Plan***

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### **Goal 5.3: Foster a culture of service to the University, the profession, and society**

#### Goal 5.3.i

The College extends its professional knowledge and expertise to provide services designed to enrich the University, the profession, and society.

#### **Metrics for Goal 5.3.i**

##### Strategy

Data should be collected and interpreted annually in order to answer the following question:

*Does the College extend its professional knowledge and expertise to provide services designed to enrich the University, the profession, and society?*

##### Methods of Measurement

- Description of outreach services provided through the College (list faculty, students, and staff involved)
- Impact summary of outreach services (demographics affected, number of individuals served, long-/short-term implications, etc.)
- Overview of faculty and staff participation on University committees and other University service
- Description of services provided to the profession

##### Accountability

###### *Data Collection:*

- CAP Department Head
- PBS Department Head
- Assistant Dean for Experience Programs
- Continuing Education Committee
- Dean's Office

###### *Data Interpretation and Reporting:*

- Office of External Affairs

***These data are to be collected, interpreted, and reported as part of the CoP Annual Report.***

## ***College of Pharmacy Strategic Plan***

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### **Section 6: Assessment of Progress**

#### **Goal 6.1: Foster a culture of continuous improvement**

##### Goal 6.1.i

The College will assess student learning and curricular effectiveness.

#### **Metrics for Goal 6.1.i**

##### Strategy

Data should be collected and interpreted in order to answer the following question:

*By what means and how often does the College assess student learning and curricular effectiveness?*

##### Methods of Measurement

- Assessment using OSCEs
- Individual student assessments
- NAPLEX performance
- Teaching evaluations (minimum 75% participation)
- Attrition statistics and failing grade statistics to be carried out every semester
- Self assessment (minimum 75% participation)
- Peer evaluation (minimum 75% participation)
- State /national board statistics to be collected annually
- AACP surveys to be carried out biennially

##### Accountability

###### *Data Collection:*

- Office of Assessment

###### *Data Interpretation*

- Curriculum Committee
- Assessment Committee
- Office of Assessment

###### *Data Reporting:*

- Office of the Associate Dean

## ***College of Pharmacy Strategic Plan***

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### Goal 6.1.ii

The College will use results of student and teaching outcome assessments to improve its educational programs.

#### **Metrics for Goal 6.1.ii**

##### Strategy

Data should be collected and interpreted annually in order to answer the following question:

*In what ways does the College use results of student and teaching outcome assessments to improve its educational programs?*

##### Methods of Measurement

- Documentation of recommendations resulting from assessment data gathered from methods outlined in Goal 6.1.i
- Changes implemented as a result of data-driven recommendations

##### Accountability

###### *Data Collection:*

- Associate Dean (data integrated and reported from Goal 6.1.i)

###### *Data Interpretation:*

- Faculty Council
- Assistant Dean for Instruction

###### *Data Reporting:*

- Assistant Dean for Instruction

## ***College of Pharmacy Strategic Plan***

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### **Goal 6.2: Assess strategic goal progress**

#### Goal 6.2.i

The College will evaluate and report progress toward strategic goals on a yearly basis.

<b>Metrics for Goal 6.2.i</b>
<p><u>Strategy</u> Data should be collected and interpreted in order to answer the following question:</p> <p><i>Does the College evaluate and report progress toward strategic goals on a yearly basis?</i></p> <p><u>Methods of Measurement</u></p> <ul style="list-style-type: none"> <li>• Review of data reports provided by accountable offices/individuals to determine overall strategic goal progress</li> <li>• Annual summary report developed for strategic goal review and generation of action items</li> </ul> <p><u>Accountability</u></p> <p><i>Data Collection:</i></p> <ul style="list-style-type: none"> <li>• Dean's Office</li> </ul> <p><i>Data Interpretation:</i></p> <ul style="list-style-type: none"> <li>• <i>Ad Hoc</i> Strategic Planning Committee</li> <li>• Faculty Council</li> <li>• Executive Committee</li> <li>• Pharmacy Advisory Board</li> </ul> <p><i>Creation of Action Items:</i></p> <ul style="list-style-type: none"> <li>• Dean</li> </ul>

## ***College of Pharmacy Strategic Plan***

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### **Goal 6.3: Assess relevancy of strategic goals**

#### Goal 6.3.i

The relevancy of the strategic goals will be assessed biennially and updated as needed.

<b>Metrics for Goal 6.3.i</b>
<p><u>Strategy</u> Data should be collected and interpreted in order to answer the following question:  <i>Is the relevancy of the strategic goals assessed biennially and updated as needed?</i></p> <p><u>Methods of Measurement</u></p> <ul style="list-style-type: none"> <li>• Biennial assessment and subsequent revision (if necessary) of strategic goals and performance metrics</li> <li>• Faculty feedback on review/revision of strategic goals</li> <li>• Adoption of Strategic Plan revisions</li> <li>• Implementation of revised strategic goals</li> </ul> <p><u>Accountability</u> <i>Biennial Assessment/Revision:</i></p> <ul style="list-style-type: none"> <li>• <i>Ad Hoc</i> Strategic Planning Committee</li> </ul> <p><i>Feedback and Adoption:</i></p> <ul style="list-style-type: none"> <li>• Faculty Council</li> <li>• Executive Committee</li> </ul> <p><i>Implementation:</i></p> <ul style="list-style-type: none"> <li>• Dean</li> <li>• All College administrators, staff, and faculty</li> </ul>