



UNIVERSITY OF GEORGIA

2025 STRATEGIC PLAN

2025 UNIT PLANNING TEMPLATE

Unit Name: College of Pharmacy

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The University of Georgia (UGA) College of Pharmacy (COP) has bold aspirations for its future. Advancing our vision will be achieved through our 2025 Strategic Plan, which both supports the broader UGA Strategic Plan while recognizing the unique missions of our diverse programs. The COP 2025 Strategic Plan provides a roadmap for the College and is grounded in five broad, mission-centric directions.

1. Promoting Excellence in Teaching & Learning
2. Growing Research, Innovation & Entrepreneurship
3. Strengthening Partnerships with Communities Across Georgia & Around the World
4. Investing in Innovation & Excellence
5. Supporting Diversity, Equity, and Inclusion

The UGA College of Pharmacy is in the midst of remarkable growth and development. In recent years, the COP has launched its first undergraduate degree program, added several Double Dawg BS/MS programs, and a PharmD/MBA program. The COP has more than quadrupled its extramural federal research funding and upgraded its research infrastructure through improvements in facilities, equipment and personnel. In addition, the UGA Center for Drug Discovery, housed within the College, has added high throughput screening capabilities to accelerate lead discovery. The COP was instrumental in the inclusion of UGA in the Georgia Clinical and Translational Science Alliance with Emory, Georgia Tech and the Morehouse School of Medicine, which has brought significant opportunities in interprofessional education, research and outreach.

One of the major themes of the strategic plan is to guide the College toward redefining our identity. This involves determining our strengths, building on these strengths, effectively communicating our strengths and looking for partners to maximize our impact in these areas. The plan has identified a number of key performance indicators that will be monitored in order to assess our progress toward our goals. Throughout this 5-year period, the College will produce an annual summary that documents progress on the plan and identifies areas where focused effort is needed for continued improvement. It is important also to recognize that this plan is adaptive in nature. During the next five years there will be many internal and external pressures and opportunities that may necessitate modification of the plan.

Process of Developing the Plan

The College of Pharmacy began the development of this strategic plan in cooperation with an external consultant (Denise McNerney) from iBossWell. An internal strategic planning steering committee was appointed by the Dean and charged with developing the plan. Initially a survey of the faculty, staff, students and alumni was used to determine the major areas of focus for the COP. The results from these surveys were used to focus a two-day college-wide retreat where the faculty and staff gathered to expand on topics identified in the survey. The results of these discussions were compiled into a report which was used to guide a two-day facilitated meeting of the steering committee resulting in the generation of a draft of the strategic directions and goals. A second survey along with meetings with each unit of the College was used to gain additional input, which was used to finalize the strategic directions and goals. Groups of faculty and staff, led by members of the steering committee were used to develop KPIs, Tactics and Action Plans for each goal of the plan. Another survey was then sent to the faculty and staff to receive their input on the strategic plan with these additions. The major themes from this survey were used by the steering committee to make final updates to the plan. This version of the plan was sent to the COP Faculty Council and to the COP Staff Council for their approval.

Strategic Direction I: Promoting Excellence in Teaching & Learning

The College fosters an inclusive community offering distinctive, highly recognized academic programs and services that prepare students to be practitioners, researchers, life-long learners and leaders in pharmacy and science.

Strategic Goal 1.1: Expand experiential learning opportunities for all students.

We have less of a focus on experiential learning here since all of our undergraduate, professional and graduate students currently meet or exceed the universities 5-year goal.

Unit Goal 1: Programs: Create and support unique programs that will prepare our students to be the innovators and leaders of the future, serving our diverse population.

Key Performance Indicator 1: Percentage of graduates in each program employed or in post-graduate education/training six months post-graduation

Data Source: UGA Job & Salary Survey

Annual Targets

BASELINE	BS=85%; MS=93%; PhD=100%; PharmD=95%
FY2021	95% for each program
FY2022	95% for each program
FY2023	95% for each program
FY2024	95% for each program
FY2025	95% for each program

Key Performance Indicator 2: BS and Graduate students who attain co-ops and internships

Data Source: COP Department Program Directors

Annual Targets

BASELINE	4
FY2021	6
FY2022	8
FY2023	10
FY2024	12
FY2025	14

Key Performance Indicator 3: Graduating PharmD students reporting overall preparedness on Diversity, Equity, and Inclusion (DEI) knowledge, skills and abilities rates above national average

Data Source: Measurement to be determined

Annual Targets

FY2021	Establish baseline
FY2022	
FY2023	
FY2024	
FY2025	Net 4-year increase

Key Performance Indicator 4: Students participating in defined entrepreneurial and innovation activities (Entrepreneur Certificates plus I-Corp)

Data Source: UGA Innovation Gateway and COP Office of Experience Programs for Entrepreneurship Certificate Completions

Annual Targets

BASELINE	11
FY2021	12
FY2022	13
FY2023	14
FY2024	15
FY2025	16

Key Performance Indicator 5: Dual degrees offered

Data Source: Office of Institutional Research

Annual Targets

BASELINE	4 (Baseline; 2 – BS/MS; PharmD/MBA; PharmD/MPH)
FY2021	5
FY2022	5
FY2023	6
FY2024	6
FY2025	7

Key Performance Indicator 6: Students graduating from dual degree programs

Data Source: COP Curricular Affairs & BS/MS Program Director

Annual Targets

BASELINE	6
FY2021	8
FY2022	10
FY2023	14
FY2024	16
FY2025	20

Key Performance Indicator 7: Student achievement of learning outcomes related to leadership

Data Source: Measurement to be developed

Annual Targets

FY2021	Baseline established
FY2022	Baseline + 2%
FY2023	Baseline + 4%
FY2024	Baseline + 6%
FY2025	Baseline + 8%

Key Performance Indicator 8: Student achievement of learning outcomes related to Interprofessional Education (IPE) activities in the PharmD program

Data Source: Measurement to be developed

Annual Targets

FY2021	Establish Baseline
FY2022	90% of students meet or exceed
FY2023	90% of students meet or exceed
FY2024	90% of students meet or exceed
FY2025	90% of students meet or exceed

Key Performance Indicator 9: Demonstrated increase in engagement of Residents (contact hours) in teaching activities (didactic, skills labs, experiences)

Data Source: Measurement to be developed

Annual Targets

FY2021	Establish Baseline # contact hours
FY2022	Baseline + 2%
FY2023	Baseline + 4%
FY2024	Baseline + 6%
FY2025	Baseline + 8%

Key Performance Indicator 10: Number of IPE and interdisciplinary educational activities collaboratively managed by CoP and other professional colleges/programs

Data Source: COP IPE Director

Annual Targets: IPE/Other Activities

BASELINE	7/0
FY2021	7/1
FY2022	8/2
FY2023	9/3
FY2024	10/4
FY2025	10/5

Strategic Goal 1.2: Enhance training, support, and recognition for all who provide instruction.

Unit Goal 2: Professional Development: Empower faculty and staff to collectively deliver innovative approaches for achieving excellence in teaching and learning.

Key Performance Indicator 1: Demonstrated increase in engagement of Adjunct Faculty (contact hours) in teaching activities (didactic, skills labs, experiences)

Data Source: Measurement to be developed

Annual Targets

FY2021	Establish Baseline # of contact hours
FY2022	Baseline +2%
FY2023	Baseline +4%
FY2024	Baseline +6%
FY2025	Baseline +8%

Key Performance Indicator 2: Completion of full peer review of teaching for all faculty

Data Source: COP Unit Heads

Annual Targets

BASELINE	0% Faculty Complete
FY2021	20% Faculty Complete
FY2022	40% Faculty Complete
FY2023	60% Faculty Complete
FY2024	80% Faculty Complete
FY2025	100% Faculty Complete

Key Performance Indicator 3: Demonstrated increase in faculty participation in faculty development related to instructional activities

Data Source: Annual Reviews

Annual Targets

FY2021	Obtain Baseline
FY2022	Baseline+5%
FY2023	Baseline+10%
FY2024	Baseline+15%
FY2025	Baseline+20%

Key Performance Indicator 4: Number of IPE and interdisciplinary educational activities collaboratively managed by CoP and other professional colleges/programs

Data Source: COP IPE Director

Annual Targets: IPE/Other Activities

BASELINE	7/0
FY2021	7/1
FY2022	8/2
FY2023	9/3
FY2024	10/4
FY2025	10/5

Strategic Goal 1.3: Enhance infrastructure and support for evidence-based teaching methods across the curriculum.

Some of this UGA Strategic Goal is met by our Unit Goal 2.3 which focuses on increasing our research in the Scholarship of Teaching and Learning (SoTL). However, we wish to retain this in our Strategic Goal 2. Our desire is to elevate SoTL in our College from an extension of teaching to being viewed as a field of scholarly research with the same expectations of publishing and obtaining extramural funding as any other scholarly pursuit.

Strategic Goal 1.4: Promote academic access and success for all students, with particular consideration for underrepresented, rural, first-generation and other underserved students.

Unit Goal 3: Enrollment Management: Ensure a diverse, inclusive and highly qualified student body through devising and implementing strategic approaches to program recruitment, applicant engagement and enrollment.

Key Performance Indicator 1: Overall applicant yield improves annually

Data Source: PharmCAS (PharmD) and UGA Graduate School

Annual Targets:

BASELINE	PharmD = 358 / PhD = 355 / MS = 33
FY2021	PharmD = 360 / PhD = 360 / MS = 35
FY2022	PharmD = 370 / PhD = 370 / MS = 40
FY2023	PharmD = 380 / PhD = 380 / MS = 45
FY2024	PharmD = 390 / PhD = 390 / MS = 50
FY2025	PharmD = 400 / PhD = 400 / MS = 55

Key Performance Indicator 2: Decreased average debt accrued per student upon graduation from the PharmD program

Data Source: Measurement to be determined

Annual Targets:

FY2021	Establish baseline
FY2022	Average – 0.25%
FY2023	Average – 0.5%
FY2024	Average – 1.0%
FY2025	Average – 1.0%

Unit Goal 4: Student Success: Empower students to realize their educational goals and personal potential through integrated approaches to support success and wellness throughout the student life cycle

Key Performance Indicator 1: Increase student satisfaction with academic advising

Data Source: Measurement to be developed

Annual Targets:

FY2021	Establish Baseline
FY2022	70%
FY2023	75%
FY2024	80%
FY2025	85%

Key Performance Indicator 2: Increase number of student-alumni mentor relationships

Data Source: UGA Mentor Program

Annual Targets:

BASELINE	0
FY2021	5
FY2022	10
FY2023	15
FY2024	17
FY2025	20

Key Performance Indicator 3: Increase number of students awarded nationally-competitive fellowships and scholarships

Data Source: COP Business Office

Annual Targets:

BASELINE	2
FY2021	2
FY2022	3
FY2023	3
FY2024	4
FY2025	4

Key Performance Indicator 4: Percentage of students utilizing career development activities offered by COP

Data Source: COP Office of Student Affairs

Annual Targets:

BASELINE	70%
FY2021	75%
FY2022	78%
FY2023	81%
FY2024	84%
FY2025	87%

Key Performance Indicator 5: Annual improvement of on-time graduation rate of lowest 25th percentile from PharmD and BS programs

Data Source: XITRACS

Annual Targets:

FY2021	Establish Baseline
FY2022	Baseline + 2%
FY2023	Baseline + 4%
FY2024	Baseline + 6%
FY2025	Baseline + 8%

Key Performance Indicator 6: Increase number of PharmD students engaged in research projects with faculty

Data Source: PHRM 5210 Enrollment

Annual Targets:

BASELINE	72
FY2021	85
FY2022	90
FY2023	95
FY2024	100
FY2025	105

Key Performance Indicator 7: Number of research disseminations (posters, presentations & publications) upon graduation by undergraduate and professional students

Data Source: Measurement to be developed

Annual Targets:

FY2021	Establish Baseline
FY2022	Baseline + 10
FY2023	Baseline + 15
FY2024	Baseline + 20
FY2025	Baseline + 25

Key Performance Indicator 8: Student overall satisfaction with the College of Pharmacy's commitment to student wellness and well-being

Data Source: Measurement to be developed

Annual Targets:

FY2021	Establish Baseline
FY2022	Baseline + 2%
FY2023	Baseline + 4%
FY2024	Baseline + 6%
FY2025	Baseline + 8%

Strategic Direction II: Growing Research, Innovation, & Entrepreneurship

The College of Pharmacy fosters an interdisciplinary research culture that values innovation and entrepreneurship, yielding international recognition within distinctive areas of emphasis

Strategic Goal 2.1: Provide resources, support, and incentives to nurture a diverse and inclusive culture of excellence in research, innovation, and entrepreneurship.

Unit Goal 1: Distinctive Research Areas: Cultivate distinctive research areas of impact that are responsive to societal needs, faculty and university strengths, and funding opportunities.

Key Performance Indicator 1: Total research expenditures (rolling 3-year average)

Data Source: COP Business Office, SPA, OIR

Annual Targets:

BASELINE	\$4,920,000
FY2021	\$5,100,000
FY2022	\$5,300,000
FY2023	\$5,500,000
FY2024	\$5,700,000
FY2025	\$5,900,000

Key Performance Indicator 2: Total citations (rolling 3-year average)

Data Source: Academic Analytics

Annual Targets:

BASELINE	1582
FY2021	1700
FY2022	1800
FY2023	1900
FY2024	2000
FY2025	2100

Key Performance Indicator 3: Approved patent applications

Data Source: Innovation Gateway

Annual Targets:

BASELINE	3
FY2021	3
FY2022	4
FY2023	4
FY2024	5
FY2025	5

Unit Goal 2: Educational Research & Outcomes: Transform the educational experience of students through enriching a community of researchers engaged in Scholarship of Teaching and Learning (SoTL).

Key Performance Indicator 1: Internal COP teaching awards available for all instructional roles

Data Source: COP Faculty Affairs

Annual Targets:

BASELINE	1
FY2021	1
FY2022	2
FY2023	2
FY2024	3
FY2025	4

Key Performance Indicator 2: Extramural SoTL grants awarded

Data Source: UGA Office of Research and College of Pharmacy Business Office

Annual Targets:

BASELINE	2
FY2021	2
FY2022	3
FY2023	4
FY2024	5
FY2025	5

Key Performance Indicator 3: Number of SoTL scholarly disseminations (publications, posters, presentations)

Data Source: UGA Elements and Faculty Annual Reviews

Annual Targets:

BASELINE	17
FY2021	20
FY2022	25
FY2023	30
FY2024	35
FY2025	40

Strategic Goal 2.2: Promote collaboration among academic units and between these units and external organizations to drive interdisciplinary research and commercial activity.

Unit Goal 2: Collaborative Culture: Promote collaborative approaches that value innovation and risk, capitalizing on emerging research opportunities.

Key Performance Indicator 1: Sponsored projects involving Principal Investigators (PI) from at least two disciplines

Data Source: Office of Institutional Research

Annual Targets:

FY2021	Establishing Baseline
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FY2022	
FY2023	
FY2024	
FY2025	Net Increase

Key Performance Indicator 2: Sponsored projects directly funded by industry or a non-profit organization to a COP PI

Data Source: COP Decentralized Limited Signature Authority (DLSA)

Annual Targets:

FY2021	Establishing Baseline
FY2022	
FY2023	
FY2024	
FY2025	Net Increase

Key Performance Indicator 3: Sponsored projects directly awarded to a COP PI from federal agencies

Data Source: College of Pharmacy DLSA and Business Office

Annual Targets:

BASELINE	15
FY2021	16
FY2022	17
FY2023	18
FY2024	19
FY2025	20

Key Performance Indicator 4: Grant submissions to federal agencies by a COP PI

Data Source: COP DLSA

Annual Targets:

BASELINE	50
FY2021	52
FY2022	54
FY2023	56
FY2024	58
FY2025	60

Key Performance Indicator 5: Publications involving authors from at least two disciplines

Data Source: Office of Institutional Research

Annual Targets:

FY2021	Establishing Baseline
FY2022	

FY2023	
FY2024	
FY2025	Net 4-year increase

Strategic Goal 2.3: Align the human and physical capital of the University to expand the research enterprise and fuel innovation and entrepreneurship at all levels of the organization.

Unit Goal 3: Translation: Elevate patient care and produce commercial applications, leveraging our basic, clinical, health outcomes and translational research.

Key Performance Indicator 1: Externally-sponsored research expenditures (federal, private sector, public sector)

Data Source: COP Business Office

Annual Targets:

FY2021	Baseline + 5%
FY2022	Baseline + 7%
FY2023	Baseline + 10%
FY2024	Baseline + 15%
FY2025	Baseline +20%

Key Performance Indicator 2: Patent applications approved

Data Source: Innovation Gateway, UGA Office of Research

Annual Targets:

BASELINE	3
FY2021	3
FY2022	4
FY2023	4
FY2024	5
FY2025	5

Key Performance Indicator 3: Number of Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) grants submitted/awarded

Data Source: COP Grants Coordinator

Annual Targets:

BASELINE	0/0
FY2021	1/0
FY2022	2/1
FY2023	3/1
FY2024	4/2
FY2025	5/2

Key Performance Indicator 4: Number of faculty engaged in Clinical and Translational Science Alliance (CTSA) programming, grants, trainings, etc.

Data Source: UGA Clinical and Translational Science Alliance (CTSA)

Annual Targets:

FY2021	Establishing Baseline and will then set targets
FY2022	
FY2023	
FY2024	
FY2025	

Key Performance Indicator 5: Patient care processes developed and adopted outside of the College of Pharmacy

Data Source: College of Pharmacy Clinical and Administrative Pharmacy (CAP) and Office of Experience Programs Annual Reports

Annual Targets:

FY2021	Establishing baseline and will then set targets
FY2022	
FY2023	
FY2024	
FY2025	

Strategic Goal 2.4: Enhance communications about the University's strengths in research, innovation, and entrepreneurship and the impact of those activities on local, state, national, and international communities.

This is embedded in our Strategic Goal 3.5 which covers communication in teaching, research (including innovation and entrepreneurship), service and outreach.

Strategic Direction III: Strengthening Partnerships with Communities across Georgia & around the World

The College of Pharmacy advances local, national, and global partnerships and collaborations that support the expansion and growth of our teaching, research and outreach endeavors.

Strategic Goal 3.1: Increase collaborative, community-focused research, scholarship, technical assistance, and training in Georgia, across the nation, and world.

Unit Goal 1: Stakeholder Partnerships/Collaborations: Maximize partnership opportunities with key stakeholders that advance teaching, research, patient care and outreach endeavors.

Key Performance Indicator 1: Sponsored expenditures for community partnerships

Data Source: Office of Research, COP Business Office

Annual Targets:

BASELINE	\$0
FY2021	\$25,000
FY2022	\$50,000
FY2023	\$75,000
FY2024	\$100,000
FY2025	\$125,000

Key Performance Indicator 2: Publications with community partners as co-authors and/or major contributors

Data Source: Unit annual reports; UGA Elements

Annual Targets:

BASELINE	6
FY2021	7
FY2022	8
FY2023	9
FY2024	10
FY2025	11

Key Performance Indicator 3: Faculty engagement with global partners

Data Source: Office of Global Engagement

Annual Targets:

BASELINE	28
FY2021	29
FY2022	30
FY2023	31
FY2024	32
FY2025	33

Key Performance Indicator 4: Faculty & Staff recognition from scientific and lay press received for external partnerships and collaborations

Data Source: Unit Heads from Faculty Annual Evaluations

Annual Targets:

FY2021	Establish Baseline
FY2022	Baseline + 1%
FY2023	Baseline +2%
FY2024	Baseline +3%
FY2025	Baseline +4%

Strategic Goal 3.2: Strengthen UGA’s role in economic development across the state, with a particular emphasis on underserved communities.

Unit Goal 2: Health Disparities & Rural Health: Cultivate and maintain a distinctive and intentional initiative that addresses health disparities and advances health equity with an emphasis on empowering rural and underserved communities.

Key Performance Indicator 1: Seed funding secured by year-end 2021

Data Source: Associate Dean SERT

Annual Targets:

BASELINE	\$0
FY2021	\$5,000
FY2022	\$10,000
FY2023	\$10,000
FY2024	\$10,000
FY2025	\$10,000

Key Performance Indicator 2: Core faculty research group is established by 2023

Data Source: Associate Dean SERT

Annual Targets:

FY2021	N/A
FY2022	N/A
FY2023	Core Group Established
FY2024	N/A
FY2025	N/A

Key Performance Indicator 3: Collaborative initiatives with internal university partners (e.g. College of Public Health, Medical Partnership, Archway Partnership)

Data Source: COP Business Office, Unit Heads and Office of Experience Programs

Annual Targets:

BASELINE	3
FY2021	4
FY2022	5

FY2023	6
FY2024	7
FY2025	8

Key Performance Indicator 4: Collaborative initiatives with external partners (e.g. Morehouse School of Medicine, State Office of Rural Health, Area Health Education Center, non-profits)

Data Source: COP Business Office, Unit Heads and Office of Experience Programs

Annual Targets:

BASELINE	10
FY2021	11
FY2022	12
FY2023	13
FY2024	14
FY2025	15

Key Performance Indicator 5: Students participating in health equity, health disparities and rural health educational, research, and service initiatives

Data Source: Measurement to be developed

Annual Targets:

FY2021	Establish Baseline and Targets
FY2022	
FY2023	
FY2024	
FY2025	

Strategic Goal 3.3: Broaden opportunities for students to engage with the diversity of communities in Georgia and across the nation and world on locally identified needs and issues.

Unit Goal 3: Community Engagement/ Outreach/ Service: Expand and strengthen our presence and impact in local, national, and global communities through service, education, patient care, and research.

Key Performance Indicator 1: Number of outreach activities

Data Source: COP Outreach Working Group

Annual Targets:

BASELINE	3
FY2021	5
FY2022	10
FY2023	15
FY2024	20
FY2025	20

Key Performance Indicator 2: Number of Service-learning activities

Data Source: COP Office of Experience Learning, COP IPE Director, COP BS Program Director

Annual Targets:

BASELINE	54
FY2021	56
FY2022	57
FY2023	58
FY2024	59
FY2025	60

Key Performance Indicator 3: Number of patients served via direct patient care

Data Source: COP Office of Experience Programs, COP IPE Director

Annual Targets:

FY2021	Establish Baseline and Targets
FY2022	
FY2023	
FY2024	
FY2025	

Key Performance Indicator 4: Number of federal study sections served by faculty

Data Source: Annual Faculty Reviews

Annual Targets:

FY2021	Establish Baseline and Targets
FY2022	
FY2023	
FY2024	
FY2025	

Key Performance Indicator 5: Number of editorships

Data Source: Annual Faculty Reviews

Annual Targets:

FY2021	Establish Baseline and Targets
FY2022	
FY2023	
FY2024	
FY2025	

Strategic Goal 3.4: Develop high-impact global partnerships that engage and support UGA areas of research and service excellence.

This area of focus is embedded within our Strategic Goal 3.1. The COP has a significant focus on service excellence within the State of Georgia through our professional program. The College’s global focus stems from our research efforts.

Strategic Goal 3.5: Strengthen communications regarding how UGA sustainably supports and benefits communities through research, teaching, and public service.

Unit Goal 4: Communication: Strategically communicate the advancement of the UGA College of Pharmacy Mission and Vision with internal and external stakeholders.

Key Performance Indicator 1: Internal stories produced about high impact teaching, research, service and outreach

Data Source: Division of Marketing and Communications

Annual Targets:

BASELINE	68
FY2021	71
FY2022	74
FY2023	77
FY2024	80
FY2025	80

Key Performance Indicator 2: Earned external media about UGA teaching, research, service and outreach

Data Source: Division of Marketing and Communications

Annual Targets:

BASELINE	31
FY2021	32
FY2022	33
FY2023	34
FY2024	35
FY2025	36

Key Performance Indicator 3: Social media metrics

- a. Number of Facebook likes
- b. Number of Twitter impressions
- c. Number of Instagram engagements

Data Source: COP Office of Public Relations, Division of Marketing and Communications

Annual Targets:

BASELINE	4,713 lines / 245,600 tweet impressions / 25,107 Instagram engagements
FY2021	4800 likes / 250,000 tweet impressions / 25,000 Instagram engagements
FY2022	5000 likes / 260,000 tweet impressions / 26,000 Instagram engagements
FY2023	5200 likes / 270,000 tweet impressions / 27,000 Instagram engagements
FY2024	5400 likes / 280,000 tweet impressions / 28,000 Instagram engagements
FY2025	5600 likes / 290,000 tweet impressions / 29,000 Instagram engagements

Strategic Direction IV: Investing in Innovation and Excellence

The College of Pharmacy will maximize the abilities of our faculty and staff to transform the identity and culture of the College.

Unit Goal 1: Development of our People: Develop our people through personalized holistic plans that foster excellence, leadership, diversity, inclusion, and over all well-being.

Key Performance Indicator 1: Percentage of faculty and staff who participate in at least 2 professional development opportunities annually

Data Source: Unit Heads from Annual Reviews

Annual Targets:

BASELINE	40%
FY2021	50%
FY2022	55%
FY2023	60%
FY2024	65%
FY2025	70%

Key Performance Indicator 2: Total number of faculty and staff awards received for research, teaching and service

Data Source: COP Dean's Office, COP Faculty Affairs, and COP Public Relations

Annual Targets:

BASELINE	4
FY2021	5
FY2022	8
FY2023	11
FY2024	14
FY2025	15

Key Performance Indicator 3: Percentage of faculty/staff holding key positions in organizations/editorial boards

Data Source: Unit Heads from annual reports

Annual Targets:

FY2021	Establish baseline/Establish Baseline
FY2022	Baseline + 3%
FY2023	Baseline + 5%
FY2024	Baseline +7%
FY2025	Baseline + 7%

Unit Goal 2: Engagement/Development/Fundraising: Capitalize on diverse opportunities for resource growth for all aspects of the College’s mission.

Key Performance Indicator 1: Number of need-based scholarships awarded

Data Source: UGA Foundation

Annual Targets:

BASELINE	64
FY2021	65
FY2022	65
FY2023	73
FY2024	82
FY2025	92

Key Performance Indicator 2: Total value of the College’s endowment and unrestricted gifts

Data Source: Office of Development & Alumni Relations

Annual Targets:

BASELINE	\$24M
FY2021	\$25M
FY2022	\$27M
FY2023	\$29M
FY2024	\$31M
FY2025	\$33M

Key Performance Indicator 3: Proposals funded by corporate, industry and foundation partners

Data Source: UGA Foundation

Annual Targets:

BASELINE	10
FY2021	10
FY2022	11
FY2023	12
FY2024	13
FY2025	14

Key Performance Indicator 4: Total individual donors

Data Source: UGA Foundation

Annual Targets:

BASELINE	945
FY2021	973
FY2022	1002
FY2023	1032

FY2024	1064
FY2025	1096

Unit Goal 3: Quality Improvement: Develop and implement an enduring approach for process improvement.

Key Performance Indicator 1: Process Improvement projects conducted annually

Data Source: Process Improvement Working Group

Annual Targets:

BASELINE	4
FY2021	4
FY2022	4
FY2023	4
FY2024	4
FY2025	4

Key Performance Indicator 2: 100% of all courses complete annual curriculum improvement process with documented and implemented improvements on a 3 year cycle

Data Source: College Committee Annual Reports

Annual Targets:

FY2021	Develop Process
FY2022	33% courses
FY2023	66% courses
FY2024	100% courses
FY2025	33% a second time

Key Performance Indicator 3: Strategic plan progress is assessed and reported to Executive Committee, Faculty Council, staff, students, and community annually

Data Source: Associate Dean SERT

Annual Targets:

FY2021	Meets
FY2022	Meets
FY2023	Meets
FY2024	Meets
FY2025	Meets

Unit Goal 4: Sustainability: Ensure long-term success and growth of the College by increasing revenues to advance our Mission.

Key Performance Indicator 1: Overall credit hour production

Data Source: UGA Office of Institutional Research, COP Office of Faculty Affairs

Annual Targets:

BASELINE	26,277
FY2021	26,500
FY2022	27,000
FY2023	27,250
FY2024	27,750
FY2025	28,000

Key Performance Indicator 2: Average federal funding per tenure track faculty member

Data Source: Academic Analytics (rolling 3-year average)

Annual Targets:

BASELINE	\$123,000
FY2021	\$125,000
FY2022	\$130,000
FY2023	\$135,000
FY2024	\$140,000
FY2025	\$145,000

Strategic Direction V: Diversity, Equity, and Inclusion

The College of Pharmacy will build and promote a supportive, inclusive, and connected community through awareness and education, reflection and affirmation of individuals, and continuously improving organizational effectiveness through the lens of diversity, equity, and inclusion.

KPIs for Strategic Direction 5 are based on the Global Diversity and Inclusion Benchmarks <http://centreforglobalinclusion.org/wp-content/uploads/2017/09/GDIB-V.090517.pdf>

The benchmarks are divided into five levels that indicate progress toward the best practices in that category:
LEVEL 5: BEST PRACTICE Demonstrating current best practices in D&I; exemplary for other organizations globally.
LEVEL 4: PROGRESSIVE Implementing D&I systemically; showing improved results and outcomes.
LEVEL 3: PROACTIVE A clear awareness of the value of D&I; starting to implement D&I systemically.
LEVEL 2: REACTIVE A compliance mindset; actions are taken primarily to comply with relevant laws and social pressures.
LEVEL 1: INACTIVE No D&I work has begun; diversity and a culture of inclusion are not part of organizational goals

Unit Goal 1: Programs/Curriculum/Research: Design academic programs, research, and service initiatives that develop awareness of and competence in principles of diversity, equity, and inclusion.

Key Performance Indicator 1: Make progress toward Level 5 (Best Practices) of the Global Diversity and Inclusion Benchmarks for Categories 7 (Learning and Education) and 8 (Assessment)

Data Source: Measurement to be developed

Annual Targets:

FY2021	Establish current benchmark levels and scales using internal and external review
FY2022	Increased progress toward Level 5 based on internal review
FY2023	Maintain standard
FY2024	Increased progress toward Level 5 based on internal review
FY2025	Increased progress toward Level 5 based on internal and external review

Unit Goal 2: Recruit, Retain, and Develop: Recruit, retain, and develop a college community that is culturally reflective of the community that UGA serves and displays a commitment to racial justice, gender equity, and the inclusion of all people regardless of identity, ability, or beliefs.

Key Performance Indicator 1: Make progress toward Level 5 (Best Practices) of the Global Diversity and Inclusion Benchmarks for Categories 4 (Recruitment and Talent Development), 5 (Benefits and Work-Life Integration), and 6 (Job Classification and Compensation)

Data Source: Measurement to be developed

Annual Targets:

FY2021	Establish current benchmark levels and scales using internal and external review
FY2022	Increased progress toward Level 5 based on internal review
FY2023	Maintain standard
FY2024	Increased progress toward Level 5 based on internal review
FY2025	Increased progress toward Level 5 based on internal and external review

Unit Goal 3: Student Community: Attract and retain a student body who represent and value a culture that respects all races, ethnicities, genders, abilities, ages, sexual orientations, nationalities, and religions.

Key Performance Indicator 1: Make progress toward Level 5 (Best Practices) of the Global Diversity and Inclusion Benchmarks for Categories 12 (Programs and Services) and 13 (Marketing and Student Recruitment)

Data Source: Measurement to be developed

Annual Targets:

FY2021	Establish current benchmark levels and scales using internal and external review
FY2022	Increased progress toward Level 5 based on internal review
FY2023	Maintain standard
FY2024	Increased progress toward Level 5 based on internal review
FY2025	Increased progress toward Level 5 based on internal and external review

Unit Goal 4: Systemic Change: Evaluate systems, processes, and partnerships through the lens of equity, ethics, and social justice to improve, or deconstruct, systems that do not provide equitable and fair access for all stakeholders of the UGA COP.

Key Performance Indicator 1: Make progress toward Level 5 (Best Practices) of the Global Diversity and Inclusion Benchmarks for Categories 2 (Leadership and Accountability), 3 (Structure and Implementation), 9 (Communications), and 11 (Community and Social Responsibility)

Data Source: Measurement to be developed

Annual Targets:

FY2021	Establish current benchmark levels and scales using internal and external review
FY2022	Increased progress toward Level 5 based on internal review
FY2023	Maintain standard
FY2024	Increased progress toward Level 5 based on internal review
FY2025	Increased progress toward Level 5 based on internal and external review