



# UNIVERSITY OF GEORGIA

## 2025 STRATEGIC PLAN

### 2025 UNIT PLANNING TEMPLATE

**Unit Name:** College of Pharmacy

**Point of Contact:** Michael Fulford, Ph.D  
Director of Assessment, Interim Lead for Faculty Affairs  
mfulford@uga.edu

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 Inclusive Excellence.

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

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

<b>BASELINE</b>	4
<b>FY2021</b>	6
<b>FY2022</b>	8
<b>FY2023</b>	10
<b>FY2024</b>	12
<b>FY2025</b>	14

**Key Performance Indicator 3:** Graduating PharmD students reporting overall preparedness on Inclusive Excellence knowledge, skills and abilities rates above national average

**Data Source:** Measurement to be determined

### Annual Targets

<b>FY2021</b>	Establish baseline
<b>FY2022</b>	
<b>FY2023</b>	
<b>FY2024</b>	
<b>FY2025</b>	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**

<b>BASELINE</b>	11
<b>FY2021</b>	12
<b>FY2022</b>	13
<b>FY2023</b>	14
<b>FY2024</b>	15
<b>FY2025</b>	16

**Key Performance Indicator 5:** Dual degrees offered

**Data Source:** Office of Institutional Research

**Annual Targets**

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

**Key Performance Indicator 6:** Students graduating from dual degree programs

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

**Annual Targets**

<b>BASELINE</b>	6
<b>FY2021</b>	8
<b>FY2022</b>	10
<b>FY2023</b>	14
<b>FY2024</b>	16
<b>FY2025</b>	20

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

**Data Source:** Measurement to be developed

**Annual Targets**

<b>FY2021</b>	Baseline established
<b>FY2022</b>	Baseline + 2%
<b>FY2023</b>	Baseline + 4%
<b>FY2024</b>	Baseline + 6%
<b>FY2025</b>	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**

<b>FY2021</b>	Establish Baseline
<b>FY2022</b>	90% of students meet or exceed
<b>FY2023</b>	90% of students meet or exceed
<b>FY2024</b>	90% of students meet or exceed
<b>FY2025</b>	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**

<b>FY2021</b>	Establish Baseline # contact hours
<b>FY2022</b>	Baseline + 2%
<b>FY2023</b>	Baseline + 4%
<b>FY2024</b>	Baseline + 6%
<b>FY2025</b>	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**

<b>BASELINE</b>	7/0
<b>FY2021</b>	7/1
<b>FY2022</b>	8/2
<b>FY2023</b>	9/3
<b>FY2024</b>	10/4
<b>FY2025</b>	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**

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

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

**Data Source:** COP Unit Heads

**Annual Targets**

<b>BASELINE</b>	0% Faculty Complete
<b>FY2021</b>	20% Faculty Complete
<b>FY2022</b>	40% Faculty Complete
<b>FY2023</b>	60% Faculty Complete
<b>FY2024</b>	80% Faculty Complete
<b>FY2025</b>	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**

<b>FY2021</b>	Obtain Baseline
<b>FY2022</b>	Baseline+5%
<b>FY2023</b>	Baseline+10%
<b>FY2024</b>	Baseline+15%
<b>FY2025</b>	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**

<b>BASELINE</b>	7/0
<b>FY2021</b>	7/1
<b>FY2022</b>	8/2
<b>FY2023</b>	9/3
<b>FY2024</b>	10/4
<b>FY2025</b>	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:**

<b>BASELINE</b>	PharmD = 358 / PhD = 355 / MS = 33
<b>FY2021</b>	PharmD = 360 / PhD = 360 / MS = 35
<b>FY2022</b>	PharmD = 370 / PhD = 370 / MS = 40
<b>FY2023</b>	PharmD = 380 / PhD = 380 / MS = 45
<b>FY2024</b>	PharmD = 390 / PhD = 390 / MS = 50
<b>FY2025</b>	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:**

<b>FY2021</b>	Establish baseline
<b>FY2022</b>	Average – 0.25%
<b>FY2023</b>	Average – 0.5%
<b>FY2024</b>	Average – 1.0%
<b>FY2025</b>	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:**

<b>FY2021</b>	Establish Baseline
<b>FY2022</b>	70%
<b>FY2023</b>	75%
<b>FY2024</b>	80%
<b>FY2025</b>	85%

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

**Data Source:** UGA Mentor Program

**Annual Targets:**

<b>BASELINE</b>	0
<b>FY2021</b>	5
<b>FY2022</b>	10
<b>FY2023</b>	15
<b>FY2024</b>	17
<b>FY2025</b>	20

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

**Data Source:** COP Business Office

**Annual Targets:**

<b>BASELINE</b>	2
<b>FY2021</b>	2
<b>FY2022</b>	3
<b>FY2023</b>	3
<b>FY2024</b>	4
<b>FY2025</b>	4

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

**Data Source:** COP Office of Student Affairs

**Annual Targets:**

<b>BASELINE</b>	70%
<b>FY2021</b>	75%
<b>FY2022</b>	78%
<b>FY2023</b>	81%
<b>FY2024</b>	84%
<b>FY2025</b>	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:**

<b>FY2021</b>	Establish Baseline
<b>FY2022</b>	Baseline + 2%
<b>FY2023</b>	Baseline + 4%
<b>FY2024</b>	Baseline + 6%
<b>FY2025</b>	Baseline + 8%



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

**Data Source:** PHRM 5210 Enrollment

**Annual Targets:**

<b>BASELINE</b>	72
<b>FY2021</b>	85
<b>FY2022</b>	90
<b>FY2023</b>	95
<b>FY2024</b>	100
<b>FY2025</b>	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:**

<b>FY2021</b>	Establish Baseline
<b>FY2022</b>	Baseline + 10
<b>FY2023</b>	Baseline + 15
<b>FY2024</b>	Baseline + 20
<b>FY2025</b>	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:**

<b>FY2021</b>	Establish Baseline
<b>FY2022</b>	Baseline + 2%
<b>FY2023</b>	Baseline + 4%
<b>FY2024</b>	Baseline + 6%
<b>FY2025</b>	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:**

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

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

**Data Source:** Academic Analytics

**Annual Targets:**

<b>BASELINE</b>	1582
<b>FY2021</b>	1700
<b>FY2022</b>	1800
<b>FY2023</b>	1900
<b>FY2024</b>	2000
<b>FY2025</b>	2100

**Key Performance Indicator 3:** Approved patent applications

**Data Source:** Innovation Gateway

**Annual Targets:**

<b>BASELINE</b>	3
<b>FY2021</b>	3
<b>FY2022</b>	4
<b>FY2023</b>	4
<b>FY2024</b>	5
<b>FY2025</b>	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:**

<b>BASELINE</b>	1
<b>FY2021</b>	1
<b>FY2022</b>	2
<b>FY2023</b>	2
<b>FY2024</b>	3
<b>FY2025</b>	4

**Key Performance Indicator 2:** Extramural SoTL grants awarded

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

**Annual Targets:**

<b>BASELINE</b>	2
<b>FY2021</b>	2
<b>FY2022</b>	3
<b>FY2023</b>	4
<b>FY2024</b>	5
<b>FY2025</b>	5

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

**Data Source:** UGA Elements and Faculty Annual Reviews

**Annual Targets:**

<b>BASELINE</b>	17
<b>FY2021</b>	20
<b>FY2022</b>	25
<b>FY2023</b>	30
<b>FY2024</b>	35
<b>FY2025</b>	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:**

<b>FY2021</b>	Establishing Baseline
---------------	-----------------------

<b>FY2022</b>	
<b>FY2023</b>	
<b>FY2024</b>	
<b>FY2025</b>	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:**

<b>FY2021</b>	Establishing Baseline
<b>FY2022</b>	
<b>FY2023</b>	
<b>FY2024</b>	
<b>FY2025</b>	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:**

<b>BASELINE</b>	15
<b>FY2021</b>	16
<b>FY2022</b>	17
<b>FY2023</b>	18
<b>FY2024</b>	19
<b>FY2025</b>	20

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

**Data Source:** COP DLSA

**Annual Targets:**

<b>BASELINE</b>	50
<b>FY2021</b>	52
<b>FY2022</b>	54
<b>FY2023</b>	56
<b>FY2024</b>	58
<b>FY2025</b>	60

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

**Data Source:** Office of Institutional Research

**Annual Targets:**

<b>FY2021</b>	Establishing Baseline
<b>FY2022</b>	

<b>FY2023</b>	
<b>FY2024</b>	
<b>FY2025</b>	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:**

<b>FY2021</b>	Baseline + 5%
<b>FY2022</b>	Baseline + 7%
<b>FY2023</b>	Baseline + 10%
<b>FY2024</b>	Baseline + 15%
<b>FY2025</b>	Baseline +20%

**Key Performance Indicator 2:** Patent applications approved

**Data Source:** Innovation Gateway, UGA Office of Research

**Annual Targets:**

<b>BASELINE</b>	3
<b>FY2021</b>	3
<b>FY2022</b>	4
<b>FY2023</b>	4
<b>FY2024</b>	5
<b>FY2025</b>	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:**

<b>BASELINE</b>	0/0
<b>FY2021</b>	1/0
<b>FY2022</b>	2/1
<b>FY2023</b>	3/1
<b>FY2024</b>	4/2
<b>FY2025</b>	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:**

<b>FY2021</b>	Establishing Baseline and will then set targets
<b>FY2022</b>	
<b>FY2023</b>	
<b>FY2024</b>	
<b>FY2025</b>	

**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:**

<b>FY2021</b>	Establishing baseline and will then set targets
<b>FY2022</b>	
<b>FY2023</b>	
<b>FY2024</b>	
<b>FY2025</b>	

**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:**

<b>BASELINE</b>	\$0
<b>FY2021</b>	\$25,000
<b>FY2022</b>	\$50,000
<b>FY2023</b>	\$75,000
<b>FY2024</b>	\$100,000
<b>FY2025</b>	\$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:**

<b>BASELINE</b>	6
<b>FY2021</b>	7
<b>FY2022</b>	8
<b>FY2023</b>	9
<b>FY2024</b>	10
<b>FY2025</b>	11

**Key Performance Indicator 3:** Faculty engagement with global partners

**Data Source:** Office of Global Engagement

**Annual Targets:**

<b>BASELINE</b>	28
<b>FY2021</b>	29
<b>FY2022</b>	30
<b>FY2023</b>	31
<b>FY2024</b>	32
<b>FY2025</b>	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:**

<b>FY2021</b>	Establish Baseline
<b>FY2022</b>	Baseline + 1%
<b>FY2023</b>	Baseline +2%
<b>FY2024</b>	Baseline +3%
<b>FY2025</b>	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:**

<b>BASELINE</b>	\$0
<b>FY2021</b>	\$5,000
<b>FY2022</b>	\$10,000
<b>FY2023</b>	\$10,000
<b>FY2024</b>	\$10,000
<b>FY2025</b>	\$10,000

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

**Data Source:** Associate Dean SERT

**Annual Targets:**

<b>FY2021</b>	N/A
<b>FY2022</b>	N/A
<b>FY2023</b>	Core Group Established
<b>FY2024</b>	N/A
<b>FY2025</b>	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:**

<b>BASELINE</b>	3
<b>FY2021</b>	4
<b>FY2022</b>	5



<b>FY2023</b>	6
<b>FY2024</b>	7
<b>FY2025</b>	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:**

<b>BASELINE</b>	10
<b>FY2021</b>	11
<b>FY2022</b>	12
<b>FY2023</b>	13
<b>FY2024</b>	14
<b>FY2025</b>	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:**

<b>FY2021</b>	Establish Baseline and Targets
<b>FY2022</b>	
<b>FY2023</b>	
<b>FY2024</b>	
<b>FY2025</b>	

**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:**

<b>BASELINE</b>	3
<b>FY2021</b>	5
<b>FY2022</b>	10
<b>FY2023</b>	15
<b>FY2024</b>	20
<b>FY2025</b>	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:**

<b>BASELINE</b>	54
<b>FY2021</b>	56
<b>FY2022</b>	57
<b>FY2023</b>	58
<b>FY2024</b>	59
<b>FY2025</b>	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:**

<b>FY2021</b>	Establish Baseline and Targets
<b>FY2022</b>	
<b>FY2023</b>	
<b>FY2024</b>	
<b>FY2025</b>	

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

**Data Source:** Annual Faculty Reviews

**Annual Targets:**

<b>FY2021</b>	Establish Baseline and Targets
<b>FY2022</b>	
<b>FY2023</b>	
<b>FY2024</b>	
<b>FY2025</b>	

**Key Performance Indicator 5:** Number of editorships

**Data Source:** Annual Faculty Reviews

**Annual Targets:**

<b>FY2021</b>	Establish Baseline and Targets
<b>FY2022</b>	
<b>FY2023</b>	
<b>FY2024</b>	
<b>FY2025</b>	

**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:**

<b>BASELINE</b>	68
<b>FY2021</b>	71
<b>FY2022</b>	74
<b>FY2023</b>	77
<b>FY2024</b>	80
<b>FY2025</b>	80

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

**Data Source:** Division of Marketing and Communications

**Annual Targets:**

<b>BASELINE</b>	31
<b>FY2021</b>	32
<b>FY2022</b>	33
<b>FY2023</b>	34
<b>FY2024</b>	35
<b>FY2025</b>	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:**

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

<b>BASELINE</b>	40%
<b>FY2021</b>	50%
<b>FY2022</b>	55%
<b>FY2023</b>	60%
<b>FY2024</b>	65%
<b>FY2025</b>	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:**

<b>BASELINE</b>	4
<b>FY2021</b>	5
<b>FY2022</b>	8
<b>FY2023</b>	11
<b>FY2024</b>	14
<b>FY2025</b>	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:**

<b>FY2021</b>	Establish baseline/Establish Baseline
<b>FY2022</b>	Baseline + 3%
<b>FY2023</b>	Baseline + 5%
<b>FY2024</b>	Baseline +7%
<b>FY2025</b>	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:**

<b>BASELINE</b>	64
<b>FY2021</b>	65
<b>FY2022</b>	65
<b>FY2023</b>	73
<b>FY2024</b>	82
<b>FY2025</b>	92

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

**Data Source:** Office of Development & Alumni Relations

**Annual Targets:**

<b>BASELINE</b>	\$24M
<b>FY2021</b>	\$25M
<b>FY2022</b>	\$27M
<b>FY2023</b>	\$29M
<b>FY2024</b>	\$31M
<b>FY2025</b>	\$33M

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

**Data Source:** UGA Foundation

**Annual Targets:**

<b>BASELINE</b>	10
<b>FY2021</b>	10
<b>FY2022</b>	11
<b>FY2023</b>	12
<b>FY2024</b>	13
<b>FY2025</b>	14

**Key Performance Indicator 4:** Total individual donors

**Data Source:** UGA Foundation

**Annual Targets:**

<b>BASELINE</b>	945
<b>FY2021</b>	973
<b>FY2022</b>	1002
<b>FY2023</b>	1032

<b>FY2024</b>	1064
<b>FY2025</b>	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:**

<b>BASELINE</b>	4
<b>FY2021</b>	4
<b>FY2022</b>	4
<b>FY2023</b>	4
<b>FY2024</b>	4
<b>FY2025</b>	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:**

<b>FY2021</b>	Develop Process
<b>FY2022</b>	33% courses
<b>FY2023</b>	66% courses
<b>FY2024</b>	100% courses
<b>FY2025</b>	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:**

<b>FY2021</b>	Meets
<b>FY2022</b>	Meets
<b>FY2023</b>	Meets
<b>FY2024</b>	Meets
<b>FY2025</b>	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:**

<b>BASELINE</b>	26,277
<b>FY2021</b>	26,500
<b>FY2022</b>	27,000
<b>FY2023</b>	27,250
<b>FY2024</b>	27,750
<b>FY2025</b>	28,000

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

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

**Annual Targets:**

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

## Strategic Direction V: Inclusive Excellence

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 inclusive excellence.

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 inclusive excellence.

**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:**

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

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

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

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