

COLLEGE OF PHARMACY AND PHARMACEUTICAL SCIENCES

STRATEGIC PLAN 2010 – 2020

(Approved by Strategic Planning Committee – August 2, 2011)

(Approved by COPPS Executive Council – August 2, 2011)

(Approved by COPPS Faculty-August 12, 2011)

A. UNIVERSITY MISSION STATEMENT

Florida Agricultural and Mechanical University (FAMU) is an 1890 land-grant institution dedicated to the advancement of knowledge, resolution of complex issues and the empowerment of citizens and communities. The University provides a student-centered environment consistent with its core values. The faculty is committed to educating students at the undergraduate, graduate, doctoral and professional levels, preparing graduates to apply their knowledge, critical thinking skills and creativity in their service to society. FAMU's distinction as a doctoral/research institution will continue to provide mechanisms to address emerging issues through local and global partnerships. Expanding upon the University's land-grant status, it will enhance the lives of constituents through innovative research, engaging cooperative extension, and public service. While the University continues its historic mission of educating African Americans, FAMU embraces persons of all races, ethnic origins and nationalities as life-long members of the university community.

B. UNIVERSITY VISION STATEMENT

Florida A&M University (FAMU) will be internationally recognized as a premier land grant and research institution committed to exemplary teaching, research, and service preparing transformational graduates with high ethical values dedicated to solving complex issues impacting our global society.

C. COPPS Vision/Mission statements:

The vision of the COPPS is to provide excellent pharmaceutical education, research and service activities statewide, nationally and globally in a dynamic health care environment.

VISION/MISSION

The vision of the COPPS is to provide excellent pharmaceutical education, research and service activities statewide, nationally and globally in a dynamic health care environment.

The primary mission of the COPPS, in concert with that of the university at large, is to prepare students for life-long learning and careers in an evolving profession of pharmacist. The college reinforces its mission through an active role and responsibility in the delivery, outcome and study of pharmaceutical care services it shares with other health care providers. The college is committed to the advancement of pharmaceutical knowledge through teaching, research and

service in a supportive, caring, and ethical environment that enhances the attainment of educational excellence and the highest standards of professional practice; inclusive of medication therapy management services, the advancement of the practice of pharmacy and its contribution to society. The college inculcates cultural sensitivity and diversity through its faculty, student body and patient services

D. CORE VALUES

Scholarship, Excellence, Openness, Fiscal Responsibility, Accountability, Collaboration, Diversity, Service, Fairness, Courage, Integrity, Respect, Collegiality, Freedom, Ethics and Shared Governance

E. INTRODUCTION

The College of Pharmacy and Pharmaceutical Sciences (COPPS) in its focus of providing the highest quality training of students, in a modern and culturally sensitive environment and by excellent faculty and staff, proposes a strategic operational plan for its continued improvement. The plan is founded in the prerequisites, vision and leadership that facilitate the advancement of clinical pharmacy training, graduate education, research and public service. In addition to being a part of a university wide system of “excellence with caring” the dynamic nature of the academic environment now and as projected for the future dictates continued analysis and planning by this academic unit to meet demands of the workplace, to meet and provide suitable, accredited based education of professional members of the workforce, and to advance satisfactory health care to the local and global community. In this light, the faculty and administration of the COPPS set forth the following strategic plan while reserving the right to adjust any part of it to meet unforeseen circumstances that affect the COPPS’s operational status and operational excellence

In accordance with the University’s Strategic Plan 2010 – 2020 - “2020 Vision with Courage” -the COPPS extends its current Strategic Plan - “Goals and Objectives 2006 – 2011” - to include perspectives and expectations for comprehensive program developments through 2020 and beyond. Within a culture of assessment and with highest performance expectations and outcomes (inclusive of those dictated by global pharmaceutical outreaches) the plan is to be on the cutting edge of a changing pharmaceutical enterprise. Accordingly, the new Strategic Plan is based on input from stakeholders that improves and extends the prior plan. It is based on six (6) broad initiatives which are:

Strategic Initiative 1: Create a 21st century living and learning collegiate community

Strategic Initiative 2: Enable excellence in College processes and procedures

Strategic Initiative 3: Develop, enhance, and retain appropriate fiscal, human, technological, research and physical resources to achieve

the College's mission

Strategic Initiative 4: Enable excellence in College Relations and Development

Strategic Initiative 5: Enhance and sustain an academic and social environment, promoting internationalization, diversity, and inclusiveness.

Strategic Initiative 6: Develop and promote specific requisites for Academic and Professional expansion within the College

The specific goals, strategies and performance measures attendant with each initiative are shown below.

Strategic Initiative I: Create a 21st century living and learning collegiate community at the undergraduate and graduate levels

Goal 1.1: Enhance Access to the College of Pharmacy

Strategy 1.1.1: Enhance and implement effective and targeted recruitment strategies.

(In support of University's Strategic Initiative I, Strategy 1.1.1)

Performance Measure(s):

1.1.1.1: Review admission criteria regularly on a 5-year basis, revise standards for admission as necessary to maintain desired student characteristics among the student body; and implement changes.

1.1.1.2: Establish recruitment plan to include goals, timelines, and budget

1.1.1.3: Evaluate the recruitment plan on an annual basis and adjust targets as needed.

Strategy 1.1.2: Develop and Implement Comprehensive Distance Learning Programs

(In support of University's Strategic Initiative I, Strategy 1.1.2)

Performance Measure(s):

1.1.2.1: Encourage the development of online and hybrid courses at all program levels.

1.1.2.2: Provide information to faculty and staff in the development of distance learning programs.

Goal 1.2: Continuous Enhancement and Assessment of the student experience in the early years

Strategy 1.2.1: Increase participation in 1st and 2nd year experience and academic progression activities and workshops.

(In support of University's Strategic Initiative I, Strategy 1.2.2)

Performance Measure(s):

1.2.2.1: Allocate adequate resources, space and equipment for student based research centers

1.2.2.2: Allocate adequate funding and other forms of financial support in each center.

1.2.2.3: Provide tutorial services and computer instructional support to enhance test-taking skills for students.

1.2.2.4: Increase interaction between/among graduate program units and the professional programs of the college

1.2.2.5: Continuous improvement of Introductory Pharmacy Practice Experience (IPPE) as part of the curriculum

Strategy 1.2.3: Enhance critical thinking skills of undergraduate students

(In support of University's Strategic Initiative I, Strategy 1.2.3)

Performance Measure(s):

1.2.3.1: Track pharmacy student performances in the University's QEP activities

1.2.3.2: Ensure that graduate and professional program candidates demonstrate sound foundational understanding of the basic and clinical sciences.

1.2.3.3: Incorporate problem-solving strategies in the curriculum.

1.2.3.4: Enhance research skills and publication record of students

1.2.3.5: Develop and operate a medication therapy management program

Goal 1.3: Improve academic progression, performance, and graduation rates in the professional program

Strategy 1.3.1: Continuous Assessment and Improvement of Student Retention, Academic Progression, and Graduation Rates

(In support of University's Strategic Initiative 1, 1.3.1)

Performance Measure(s):

1.3.1.1: Establish procedures to increase retention at least up to 90%.

1.3.1.2: Incorporate a student centered philosophy within the college

1.3.1.3: Maintain a first-time-pass rate above the national average on the National Pharmacy Licensure Examination for professional program graduates

1.3.1.4: Continue to utilize the National Association of Boards of Pharmacy Licensure model to administer a comprehensive computerized examination with prototype questions to students prior to graduation to ensure a high-level of preparedness and competency.

1.3.1.5: Monitor student performance on an annual basis on both the COPPS comprehensive and licensure examinations and disseminate the results as aggregate data.

Goal 1.4: Assess and enhance current degree programs within the college

Strategy 1.4.1: Enhance assessment activities of all academic degree programs

(In support of the University's Strategy I, 1.4.1)

Performance Measure(s):

1.4.1.1: Review and revise academic courses with emphasis on improving the competencies of pharmacy practitioners and biomedical researchers.

1.4.1.2: Expand required and elective Advanced Pharmacy Practice experiences for PharmD. students in off-campus health-systems throughout Florida as class size increases.

1.4.1.3: Increase the development of research skills and publication record of MS and Ph.D. graduates.

1.4.1.4: Increase the number of residency positions supported by COPPS.

1.4.1.5: Incorporate the role of residents and fellows in teaching and research.

1.4.1.6: Continue to enhance MPH and Dr.Ph in the IPH.

Goal 1.5: Develop and implement new degree programs based on University priorities

Strategy 1.5.1: Develop new programs that meet market and student demands

(In support of University's Strategy 1, 1.5.1)

Performance Measure(s):

1.5.1.1: Develop and implement a joint PharmD/PhD degree program

1.5.1.2: Develop and implement a joint PharmD/Dr.PH

1.5.1.3: Implement the newly developed PhD program in Health Outcomes Research and Pharmacoeconomics.

1.5.1.4: Develop and implement BS Pharmaceutical Sciences.

1.5.1.5: Develop and implement Joint Master Program in Pharmacy and Public Health

1.5.1.6 Develop and expand the DrPh Programs to include Environmental Health and Health Policy and Management

1.5.1.7 Develop and implement PhD programs in Public Health

Strategic Initiative 2: Enable excellence in College processes and procedures

Goal 2.1: Improve the effectiveness of the College of Pharmacy operations, practice, procedures, and policies

Strategy 2.1.1: Enhance and improve the assessment and evaluation system which permits continuous improvement of administrative workflow processes throughout the College of Pharmacy

(In support of University's Strategy 2, 2.1.1)

Performance Measure(s):

2.1.1.1: Enhance the process for conducting Curricula reviews

2.1.1.2: Enhance the process for assessing the program to ensure continuous improvement

2.1.1.3: Obtain full and unconditional reaccreditation of the doctor of pharmacy program by the Accreditation Council for Pharmacy Education (ACPE)

Goal 2.2: Enhance and Assess Employees' Experiences

Strategy 2.2.1: Enhance the College's assessment and evaluation systems of employees

(In support of University's Strategy 2, 2.2.1)

Performance Measure(s):

2.2.1.1: Improve the incorporation of faculty and staff experiences in the assessment process

Goal 2.3: Enhance and Improve Accountability and Communication Processes

Strategy 2.3.1: Develop and implement an accountability process, which incorporates all requirements by the Accreditation Council on Pharmaceutical Education, the American Association of Colleges of Pharmacy, the National Association of Boards of Pharmacy, and the University

(In support of University's Strategy 2, 2.3.1)

Performance Measure(s):

- 2.3.1.1: Plan and establish procedures and timelines for program review
 - Maintain a database for accountability measures
 - Design and implement data collection tools and methods
 - Collect data on accountability measures
 - Prepare appropriate report documents
- 2.3.1.2: Conduct and external peer review and evaluation of each program of the College once every 5 years
 - Prepare self-assessments for external reviewers
 - Implement necessary changes based upon external review
- 2.3.1.3: Obtain full and unconditional reaccreditation of the doctor of pharmacy program by the accreditation council for pharmacy education

Strategy 2.3.2: Enhance and improve communication and information systems

(In support of University's Strategy 2, 2.3.2)

Performance Measure(s):

- 2.3.2.1: Enhance communications with all stakeholders via email and other new technologies such as social networks
- 2.3.2.2: Continue to publicly recognize faculty for the submission of proposals and the successful acquisition of funds

Strategy 2.3.3: Improve customer relations in serving students

(In support of University's Strategy 2, 2.3.3)

Performance Measure(s):

- 2.3.3.1: Implement a follow-up procedure for ascertaining the placement, performance, and job satisfaction of COPPS graduates
 - Maintain an up-to-date database of permanent addresses of program
 - Work with the alumni association in promoting and establishing continued support links

Goal 2.4: Reduce Institutional Risk through Risk Management Assessment and Annual Audit Plans

Strategy 2.4.1: Develop a college-wide Risk Assessment Plan

Performance Measure(s)

- 2.4.1.1: Develop and Implement measure to ensure faculty, staff and student safety
- 2.4.1.2: Conduct annual safety reviews

Strategic Initiative 3: Develop, enhance and retain appropriate fiscal, human, technological, research and physical resources to achieve the College's

Goal 3.1: To provide stewardship, accountability and optimization of state appropriated resources.

Strategy 3.1.1: Develop a comprehensive budget planning process.

(In support of University's Strategy 3, 3.1.1)

Performance Measure(s):

- 3.1.1.1: Reassess the resource needs of each program in light of the program's objectives (faculty, space, equipment, financial support, etc)
- 3.1.1.2: Establish a College-wide Budget and Planning Council to coordinate fiscal affairs of the college on an ongoing basis
- 3.1.1.3: provide input through a designated liaison to the University's Budget and Planning Council
- 3.1.1.4: Explore the establishment of a process for separate and independent funding for the college

Goal 3.2: Retain and recruit excellent and diverse faculty, staff and students.

Strategy 3.2.1: Strengthen salaries and support for faculty and staff to nationally competitive levels.

(In support of University's Strategy 3, 3.2.1)

Performance Measure(s):

- 3.2.1.1: Achieve and maintain equitable faculty salaries in line with the national average as outlined by American Association of Colleges of Pharmacy (AACP).
- 3.2.1.2: Work with university administration to establish competitive salaries for all faculty.
- 3.2.1.3: Bring all faculty members' salary in the College to at least the national average by 2015.
- 3.2.1.4: Establish salary adjustment measures to minimize compression.
- 3.2.1.5: Establish a salary adjustment plan that would determine and satisfy salary equity based on performance measures.

Strategy 3.2.2: Provide professional development opportunities for faculty and staff.

(In support of University's Strategy 3, 3.2.2)

Performance Measure(s):

3.2.2.1: Conduct periodic assessments of faculty training needs.

3.2.2.2: Provide financial resources for each faculty member and selected staff to attend at least one professional meeting each year.

3.2.2.3: Establish and distribute procedures and criteria for faculty and staff to request travel funds.

3.2.2.4: Ascertain critical need areas of the college and foster training opportunities to satisfy such needs.

3.2.2.5: Provide financial resources and opportunities for College faculty to increase certification in their respective areas of specialization.

3.2.2.6: Enhance and promote the faculty mentorship program to assist the incoming new faculty

Strategy 3.2.3: Attract, support, and retain eminent scholars, distinguished professors and others of national and international prominence.

(In support of University's Strategy 3, 3.2.3)

Performance Measure(s):

3.2.3.1: Assess faculty to determine areas of priority and identify potential eminent scholars for recruitment.

Strategy 3.2.4: Implement strategies to ensure affordable, life-long learning opportunities for students.

(In support of University's Strategy 3, 3.2.4)

Performance Measure(s):

3.2.4.1: Continue to offer affordable continuing education opportunities on relevant topics to pharmacists and pharmacy students across the state.

3.2.4.2: Provide leadership and support personnel with adequate resources to ensure the presentation of contemporary topics and programs that meet or exceed established standards.

Goal 3.3: Strengthen the institutions cyber infrastructure and provide cost effective technology resources that enable high usability and efficiency.

Strategy 3.3.1: Enhance and solidify the IS (Information Systems) network and ensure continuous university-wide connectivity.

Strategy 3.3.2: Develop strategies that support the acquisition of state-of-the-art Information Technology (IT) resources for the community.

(In support of University's Strategy 3, 3.3.2)

Performance Measure(s):

- 3.3.2.1: Maintain a centralized up-to-date library of information resources
- 3.3.2.2: Maintain an electronic catalog for the prescription practice laboratory containing samples of top selling OTC and non-prescription drugs.
- 3.3.2.3: Acquire and maintain up-to-date equipment and software and for instructional technology and student assessment.
- 3.3.2.4: Acquire trained personnel to maintain and assist with use and repair of technology equipment.

Goal 3.4: Enhance visibility and productivity as a Doctoral/Research University.

Strategy 3.4.1: Establish a comprehensive research strategy identifying areas of critical importance to the College.

(In support of University's Strategy 3, 3.4.1)

Performance Measure(s):

- 3.4.1.1: Establish innovative and interrelated research centers in the areas of neuroscience, cardiovascular, drug abuse, drugs, delivery, pharmacogenomics, minority health, cancer, diabetes, and HIV/AIDS
 - Recruit and hire additional faculty in existing centers
 - Provide support staff for each center
 - Allocate adequate resource space and equipment for centers
 - Allocate adequate funding and other forms of financial support in each center
 - Strengthen clinical faculty research to form interrelationships between centers
 - Hire new faculty who demonstrate the potential to carry out high quality clinical research
 - Collaborate with other campus and off-campus research enterprises in chosen areas

Strategy 3.4.2: Provide incentives for faculty, staff and students to be aggressively engaged in research and other creative activities and to pursue federal, state and private funding.

(In support of University's Strategy 3, 3.4.2)

Performance Measure(s):

- 3.4.2.1: Increase the acquisition of mainstream funding by faculty from all sources (e.g., R01, R23, R15, NSF, DOD, DOE and EPA).
- 3.4.2.2: Continue to publicly recognize faculty for the submission of proposals and the successful acquisition of funds
- 3.4.2.3: Provide opportunity and incentives for collaborative research between and among faculty across the university.

3.4.2.4: Establish Research Professor ranks/tracks.

3.4.2.5: Establish programs of meritorious research awards

3.4.2.6: Emphasize through practice post-doctoral mentoring programs.

Strategy 3.4.3: Enhance all business processes to facilitate FAMU being a nationally recognized doctoral/ research institution.

Goal 3.5: Maintain and enhance functional, culturally relevant, sustainable, environmentally friendly and aesthetically pleasing campus facilities, infrastructure, and resources.

Strategy 3.5.1: Systematically plan for growth of the campus' geographical area.

Strategic Initiative 4: Enable Excellence in University Relations and Development

Goal 4.1: Enhance Fundraising

Strategy 4.1.1: Strengthen and maintain relationships with the pharmaceutical industry, federal and state agencies and other universities

(In support of University's Strategy 4, 4.1.1)

Performance Measure(s):

4.1.1.1: Maintain the Apothecary Board of Advisors to serve as an advisory and fund raising entity to assist the College in achieving its goals.

4.1.1.2: Promote the college's needs, accomplishments and ventures to prospective givers.

4.1.1.3: Establish a liaison between university fund raising activities and that of the College of Pharmacy

4.1.1.4: Target specific areas and individuals for planned giving action.

Goal 4.2: Enhance the services provided to local, state and national communities

Strategy 4.2.1: Enhance the College's involvement and service with community organizations throughout the state and region.

(In support of University's Strategy 4, 4.3.1)

Performance Measure(s):

4.2.1.1: Enhance the College's program of public service learning for all students.

4.2.1.2: Maintain appropriate personnel to develop program of public service.

4.2.1.3: Establish practical means for faculty and student involvement in public service announcement/advertisement ventures.

Strategic Initiative # 5: Enhance and Sustain an Academic and Social Environment that Promotes Internationalism, Diversity, And Inclusiveness.

Goal 5.1: Produce diverse and culturally astute graduates for the global workforce.

Strategy 5.1.1: Maintain the College's position as a top producer of African American PharmD and graduate degree recipients in Pharmaceutical Sciences and Public Health.

Goal 5.2: Enhance International Initiatives and Programs.

Strategy 5.2.1: Enhance the international dimension of the College's academic and research programs.

(In support of University's Strategy 5, 5.2.1)

Performance Measure(s):

5.2.1.1: Continue and enhance the College's Ghana summer program for students to experience international study.

5.2.1.2: Encourage faculty collaboration with international institutions.

Strategic Initiative 6: Develop and promote specific requisites for Academic and Professional expansion within the College

Goal 6.1: Improve, Upgrade and Increase Facilities

Strategy 6.1.1: Plan for and construct second phase pharmacy building in Tallahassee with adequate teaching, research and office facilities

Performance measures:

6.1.1.1: Complete the construction of Phase II of the college of Pharmacy building

6.1.1.2: Furnish and occupy Phase II building.

Strategy 6.1.2: Develop new satellite campus in Crestview Learning Center that will offer the PharmD program at P1 through P4 levels.

Performance measures:

6.1.2.1: Plan for and renovate existing Crestview Learning Center facilities for all necessary physical requirements of the campus including classrooms, practice labs, computers, offices, etc

6.1.2.2: Recruit and train faculty and staff to implement the program.

6.1.2.3:

Goal 6.2: Pharmacy Practice sites

Strategy 6.2.1: Expand required introductory pharmacy practice experiences for P1 – P3 PharmD students in off-campus health-systems throughout Florida to accommodate current and expanding class size increases.

Performance measures:

6.2.1.1: Provide payments for training consistent with academic competitors.

6.2.1.2: Provide other incentives to encourage preceptor participation in the program.

Strategy 6.2.2: Expand advanced pharmacy practice experiences for PharmD students in off-campus health-systems throughout Florida to accommodate current and expanding class size increases.

Performance measures:

6.2.2.1: Provide payments for training consistent with academic competitors

6.2.2.2: Provide other incentives to encourage preceptor participation in the program

6.2.2.3: Develop off-campus experience site in Orlando

6.3: Transition of the Institute of Public Health to an autonomous School of Public Health

Performance Measures:

6.3.1: Develop feasibility study addressing the establishment of a School of Public Health

6.3.2: Develop plan for the implementation of the School of Public Health

6.3.3: Implement School of Public Health involving exemplary programs in Epidemiology and Biostatistics, Environmental Health, Health Policy and Management, and Behavioral Science and Health Education

6.3.4: Apply to Council on Education for Public Health (CEPH) for accreditation of School of Public Health

Map and alignment of the Strategic Plan

Strategic Initiative 1: Create a 21st living and learning collegiate community at the undergraduate and graduate levels

Accountability Indicators	Entities with Primary Responsibility	Status	Expected comp. Date
Enhancement and implementation of effective and targeted recruitment strategies. Enrollment and student quality	Review admis. Criteria - Faculty Renew recruitment plan - Admissions Eval. recruitment plan - Assessment Working with feeder schools – Assoc.D	Ongoing Pending Pending New	March,2012 Fall 2011 Yearly Yearly
Development and implementation of comprehensive distance learning programs. Online training	Dev. of hybrid courses - Faculty Dev. of online courses - Faculty Masters in Public Health - PH faculty	Pending Pending Ongoing	Spring 2013 Spring 2013 Fall 2011
Accentuation of the 1 st and 2 nd year experiences and progression. Increased performance in yrs 1 & 2	Allocate more resources - Exec. Coun. Tutorial services - Faculty/grad studs/ basic scientists Appoint Academic Director of years 1 & 2 Studies - Dean	Pending Ongoing New	Fall 2012 Yearly Fall 2012
Enhancement of critical thinking skills. Problem solving strategies	University QEP accesses - Assoc.D Dev. a set of Pharmacy based QEP activities - Assoc.D Problem solving skills in Cur. – cur com	Ongoing Pending Ongoing	Yearly Fall 2012 Yearly
Continuous assessment and improvement of retention, academic progression and graduation rates. Time to degree completion	Dev. new ret. Procedures –Ret. Com. Establish a culture of ‘reading’ – Fac. Est. a stdnt. centered phil. - all units Monitor all stdnt. Perfs. – Ret. Com Improve perfs. on all exams - Faculty	New New New Pending Pending	Fall 2011 Monthly Dec. 2011 Each sem. Each sem.
Enhancement of all academic degree programs through assessment. Program quality enhancement	Review and revise acad. Courses – Fac. Assess all perfs. of programs – As.Com Increase student research – Faculty Review and assess program management with feedback – As. Com	Ongoing Pending Pending Ongoing	Yearly Yearly Yearly Sum. 2012
Development of new programs to meet market and student demands. Proactively fitting supply to demand	Begin BS in Pharmac. Scs. – Faculty Explore PharmD/PhD - Cur. Com Develop Ms – PH/PharmD – Cur. Com Explore market needs for other degrees - SPC Assess student program demands - As.com	Ongoing Pending Pending Pending Pending	Fall 2011 Sum 2012 Spring 2013 Spring 2012 Sum 2012

Strategic Initiative 2: Enable excellence in college processes and procedures

Accountability Indicators	Entities with Primary Responsibility	Status	Expected completion Date
Enhance and improve the assessment and evaluation system which permits the continuous improvement of administrative workflow processes. Improved operations, practices and procedures	Enhance the process of curricula review – As. Com	Ongoing	Jan.2012
	Enhance the process of program review – As. Com.	Ongoing	March 2012
	Prepare, review, actualize and submit an in depth self study –Accreditation Committee	Ongoing	Fall 2012
	Analyze and improve processes in administrative workflow – As. Com	Pending	Sum.2012
Enhance assessment and evaluation systems relating to employees. Enhancement of employees experiences	Review and establish a new evaluation system for employees – exec. Council	Pending	Fall 2012
	Create and support inclusive activities for staff – exec. Council	Pending	Fall 2012
	Involve staff in assessment processes – As. Council	Ongoing	Fall 2011
	Execute a plan of open communication between all in unit – exec. council	Pending	Spring 2013
Enhance and improve accountability processes. Leveraging accountability	Establish procedures and timelines for program reviews – As. Com	Pending	Fall 2012
	Design and implement data collection tools – as. Com.	Ongoing	Sum.2011
	Assess all accountable measures and indicators – As. Com and SPC	Ongoing	Sum 2012
	Matching performances (faculty, staff, students) to outcome expectations – As. Com and SPC	Pending	Fall 2012
	Obtain an external review of accountability practices – exec. C	Pending	Fall 2012
	Implement necessary changes based on external review – SPC and Exec. Council	Pending	Spring 2013
	Obtain full accreditation from ACPE- all units; Acc. Com.	Pending	Sum. 2013
Enhance and improve communication and information sharing systems. Information Technology infrastructure	Review electronic information processes – As.Com	Pending	Spring 2012
	Improve local and external connectivity status – Univ ad.	Pending	Fall 20014
	Publicize achievements of all employees - Dean	Ongoing	Each semester
	Improve student communication services – stud. Affairs; deans council; faculty; dean	Pending	Fall 2013
	Proposals to increase information exchange processes - faculty and staff	Pending	Spring 2013
Improve customer relations, risk and safety. Improving support links	Modernize instructional techniques - faculty	Ongoing	Spring 2015
	Follow up procedures – Student services	Ongoing	Annually
	Placement, performance and job satisfaction surveys – As. Com	Pending	Annually
	Manage a database of graduates – stdnt services	Ongoing	Continuously

	Conduct risk assessments – As. Com Conduct annual safety reviews - As. Com	Pending Pending	Fall 2013 Annually
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Strategic Initiative 3: Develop, enhance and retain appropriate fiscal, human, technological, research and physical resources to achieve the college’s mission

Accountability Indicators	Operational Entities and Primary Responsibility(ers)	Status	Expected completion Date
Optimization of appropriated resources through a comprehensive budget planning process. Stewardship of fiscal undertakings	Optimization of state appropriated resources – exec. Com Establishment of a budget planning process/council – exec. Com /Dean Provide a designated liaison to the University Budget and Planning council - Dean Explore separate and independent funding for the college from the state – Dean/Exec. Council Appropriate management of a separate budget for Crestview – exec. Council Incorporation of University’s new budgeting/spending processes – exec. Council Assessment of budgetary related Stewardship – As. Com.	Ongoing New Ongoing Ongoing New New Pending	Annually Fall 2011 Continuous Fall 2012 Summer 2011 Summer 2012 Fall 2013
Retain and recruit excellent and diverse faculty and support staff. Strengthening student education and support	Strengthen salaries and support for faculty and staff to nationally competitive levels – Dean/exec.con Provide opportunities for salary equity discussions – Dean/exec.con Establish a policy guide for hiring, retaining and removal of faculty – As. Dean/Faculty Encourage collaborative studies between and among faculty – Div. direcs. Explore an Intra-college post tenure review process – Div. direcs.	Ongoing New New Ongoing New	Fall 2012 Spring 2012 Spring 2012 Continuous Spring 2013
Provide professional development opportunity for faculty and staff. Strengthening student education and support	Conduct periodic assessment of faculty training needs – As. Com Promote faculty and staff attendance at professional meetings – exec. Council Establish and publicize methods for obtaining travel funds – exec. Con. Promote and enhance faculty mentorship – Assoc. Dean Ascertain critical need areas of the college – As. Com. Provide training opportunity for	New Ongoing New Pending Pending	Biannually Continuous Fall 2013 Continuous Summer 2012

	new/incoming faculty – assoc. Dean	Pending	Summer 2012
Attract, support and retain scholars of national and international prominence. Strengthening student education and support	Determine areas study that are priority for the college – faculty/ assoc. Dean Identify potential eminent scholars – faculty/div. direcs./assoc. dean Fill existing, vacant chairs – Dean/ univ. ad.	Pending Pending Pending	Fall 2012 Continuous Fall 2013
Ensure affordable, lifelong learning opportunities for students. Providing continuing education programs	Continue to offer continuing education programs - Asst. Dean/ director Engage experts from outside the college to present at CE programs – Asst. Dean/director Attract outside funding to support CE programs – Asst. Dean /director Cultivate into students (up to 80%) a responsibility as alumni to utilize the college’s CE programs – Asst dean/director Hire or assign a director of continuing education for the college – Dean/ asst. Dean	Ongoing Ongoing Ongoing Pending Pending	Continuous Continuous Continuous Begin now Fall 2012
Enhance the college’s cyber infrastructure. Improving connectivity	Assist the university in continuous campus wide connectivity by monitoring college wide information system capabilities – staff Support acquisition of state-of-the-art information technologies – Dean/staff Maintain an electronic catalog for the preparation practice lab – faculty Maintain up-to-date equipment and software for instruction and assessment - Dean/staff Acquire trained personnel to maintain and repair technology equipment – Dean Develop strategies for improving connectivity and information systems - SPC	Ongoing Pending Ongoing Pending Pending Pending	Annually Spring 2012 Continuous Fall 2012 Fall 2012 Summer 2012
Improve visibility and productivity as a Doctoral/Research granting institutional unit. Strengthening graduate studies and research activities	Identify areas of critical research needs for the college – faculty/ research staff/ dean Establish a comprehensive research strategy for the college – assoc. dean/ director of graduate studies/faculty/SPC Continue the acquisition of interrelated research centers – asst.	Pending Pending	Fall 2012 Spring 2013

	<p>dean res./ faculty/div. direcs. Recruit and hire new faculty – div. direcs./ dean Allocate adequate space, start-up funds and resources for faculty – univ ad./dean Collaborate with on and off campus researchers – faculty/asst dean res. Provide adequate staff to support a research enterprise - Univ ad/dean Recruit and register qualified graduate students – dir. Grad stud./ faculty/student affairs Promote association with businesses/industry to improve lines of connection through research and graduate education. Asst dean res/ dean/ dir grad stud Publicize the successes of the college as regards to grants, publications, collaborations and scientific breakthroughs – dean/univ ad/faculty</p>	<p>Ongoing Pending Pending Ongoing Pending Ongoing Pending Ongoing</p>	<p>Continuous Fall 2014 Fall 2014 Continuous Fall 2014 Continuous Continuous Continuous</p>
<p>Aggressive approach to engaging faculty and students in research. Rewards and incentives for research</p>	<p>Increase the acquisition of mainstream funding – faculty Continue to publicly recognize faculty for accomplishments – dean Collaborative research undertakings – faculty/univ ad. Program of meritorious research awards – univ ad. / dean Post doctoral mentoring program in the college – faculty/ dean Establish research professor tracts – univ ad/ faculty/ dean Enhance business research possibilities – faculty/ dean</p>	<p>Ongoing Ongoing Ongoing Ongoing Ongoing New New</p>	<p>Continuous Continuous Continuous Continuous Continuous Fall 2014 Fall 2012</p>
<p>Improvement of infrastructure and resources for the college’s success and facilities. Relevant growth and visibility</p>	<p>Completion of pharmacy phase 2 – dean/ univ ad Establish and support Crestview- univ ad/ dean Naming of the pharmacy building – dean/faculty/univ ad Promoting acts that maintain the environment , cultural and aesthetic sensitivity and relevance of the college and its surroundings- dean</p>	<p>Ongoing Ongoing Pending Ongoing</p>	<p>Spring 2013 Continuous Fall 2012 Continuous</p>

Strategic Initiative 4: Enable Excellence in College Relations and Development

Accountability Indicators	Operational entities and Primary Responsibility(ers)	Status	Expected completion Date
Strengthen and maintain relationships with the pharmaceutical industry, federal and state agencies and other universities. Enhancing fundraising	Reactivate and maintain the apothecary board of advisors – Dean	Pending	Spring 2012
	Prepare accomplishments and needs pamphlets for local state and national distribution – staff/exec. Council/Dean	Pending	Fall 2012
	Establish liaison between the college’s fundraising and that of the University – Dean	Pending	Fall 2011
	Target specific areas and individuals for planned giving-Dean	Pending	Continuous
	Target specific pharmaceutical companies for collaborative research and scientist exchange – faculty/ dir. Grad prog./univ	Ongoing	Continuous
	Enhance the college’s involvement and service with local and national community organizations. Enhancing services	Enhance public service learning for all students – student affairs/dean	Pending
Maintain an active group of public service trainers – stud. Affairs / div. dirs.		Pending	Summer 2012
Establish practical means for student involvement in public service. Cur.com		Ongoing	Continuous
Provide incentives for service experience div direc./ faculty		Pending	Fall2012
Assess performance and benefits of the public service program – Cur. com		Pending	Spring 2014

Strategic Initiative 5: Enhance and sustain an Academic and Social Environment that Promotes Internationalism and Inclusiveness

Accountability Indicators	Operational Entities and Primary Responsibility(ers)	Status	Expected completion Date
<p>Being a top producer of African American PharmD recipients while providing training for other ethnic groups at the PharmD and graduate levels. Addressing mission driven responsibilities</p>	<p>Enhance the recruitment of international students from neighboring countries – IC/dean/ student services</p>	<p>Pending</p>	<p>Fall 2012</p>
	<p>Encourage minority community college graduates into the program – Student services/ recruitment com/ dean</p>	<p>Pending</p>	<p>Continuous</p>
	<p>Encourage agencies and corporations to award international scholarships – dean</p>	<p>Pending</p>	<p>Continuous</p>
	<p>Providing incentives for FAMU graduates to pursue graduate degrees in the college – dean/ dir. grad studies</p>	<p>Pending</p>	<p>Fall 2013</p>
	<p>Revisit the limitations on quantity and types of students admitted to the college – Faculty / ad committee/ dean</p>	<p>Ongoing</p>	<p>Spring 2012</p>
	<p>Expand sub-specialties and residency programs for students – cur.com/div. dirs.</p>	<p>Pending</p>	<p>Fall 2013</p>
<p>Enhancement of the international dimensions in academic and research programs. Internationalization-processing</p>	<p>Establish an internationalization committee (IC) with ties to the university's IC. Dean/ Exec. Conc.</p>	<p>Pending</p>	<p>Fall 2011</p>
	<p>Provide a faculty liaison to the univ. IC</p>	<p>Ongoing</p>	<p>Continuous</p>
	<p>Encourage interested students to pursue international degrees (law, drug manufacturing, patent) beyond the PharmD. Assoc. Dean / Int.com</p>	<p>Pending</p>	<p>Continuous</p>
	<p>Adhere to the university's internationalization plan – SPC/ exec. Council</p>	<p>Pending</p>	<p>Continuous</p>
	<p>Assessment of the college's internationalization efforts – as. Com.</p>	<p>Pending</p>	<p>Spring 2014</p>

Promoting an atmosphere of social and professional interactions that is consciously and culturally inclusive for our students. Broadening the scope of inclusiveness	Maximize activities of student organizations – dean’s council/ student services/ organization advisors	Ongoing	Continuous
	Encourage student directed seminars and discussions – stud. Affairs/ assoc. Dean	Pending	Spring 2012
	Promote a cultural day for students and faculty – stud. Affairs/faculty	Pending	Spring 2012
	Promote an intra-college honors workshop and recognition – cur. Com./stud. Affairs	pending	Fall 2012

Strategic Initiative 6: Develop and promote specific requisites for academic and professional expansion within the college

Accountability Indicators	Operational entities and Primary Responsibility(ers)	Status	Expected completion Date
Construction of the second phase of the pharmacy building in Tallahassee. Expanding the college	Complete construction of phase 2 of the pharmacy building – Dean/ univ ad	Ongoing	Summer 2013
	Furnish and occupy phase 2 building – dean/exec council	Pending	Fall 2013
	Naming of the new pharmacy building – faculty/exec council/univ. ad/BOT	Pending	Spring 2014
Increase in teaching, research and office space to meet the demands of the programs. Expanding the college	Completion of the phase 2 building and its occupancy – exec. Council/dean	Pending	Fall 2013
	Re-designation of teaching, office and research areas in all buildings – exec council/dean/dir.grad studies	Pending	Fall 2013
	Providing start-up lab space for new faculty – dean	Pending	Spring 2014
	Making classrooms “smart” by converting old ones to electronically capable – exec. Council/dean	Ongoing	Fall 2015

<p>Development of the new campus site in Crestview Florida to offer the PharmD degree. Building the Crestview Branch Campus</p>	<p>Complete renovation of Crestview facility and occupy the building</p> <p>Hire an administrator for the site - dean</p> <p>Hire and train faculty for the delivery of PharmD curriculum - dean</p> <p>Begin recruitment of students and assigning of classes in the facility - dean</p> <p>Establishing of an interactive oversight committee – dean/ exec. com</p> <p>Establish plans and methods for faculty exchanges between the - two campuses – exec council/ dean/oversight committee</p>	<p>Ongoing</p> <p>Pending</p> <p>Pending</p> <p>Pending</p> <p>Pending</p> <p>Pending</p>	<p>Fall 2012</p> <p>Spring 2012</p> <p>Fall 2012</p> <p>Summer 2012</p> <p>Spring 2012</p> <p>Fall 2012</p>
<p>Expanding required IPPE and APPE sites across Florida to meet the demand of expanding class sizes in the college. Improving training requisites</p>	<p>Establish more training sites – As. Dean/ exec. Council</p> <p>Provide payment for training consistent with academic competitors - dean</p> <p>Regularly assess progress of site acquisitions of site – as. Com./div. dirs</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Pending</p>	<p>Annually</p> <p>Continuously</p> <p>Annually</p>
<p>Transition of the Institute of Public Health into an autonomous College of Public Health (CoPH). Establishing the College of Public health</p>	<p>Preparing for the transition- faculty/ div. dir</p> <p>Development of a transition plan – div.dir./dean</p> <p>Space and facilities locations on main campus – Dir/dean/ univ ad.</p> <p>Provide exemplary programs within the new college. Faculty/div dir</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Pending</p> <p>Pending</p>	<p>Fall 2013</p> <p>Fall 2011</p> <p>Spring 2013</p> <p>Spring 2013</p>