

# Florida A&M University



College of Pharmacy and  
Pharmaceutical Sciences,  
Institute of Public Health

Strategic Plan

2022 – 2027

# About Florida A&M University

## **Mission Statement**

Florida Agricultural and Mechanical University (FAMU) is an 1890 land-grant doctoral/research institution devoted to student success at the undergraduate, graduate, doctoral and professional levels. FAMU enhances the lives of its constituents and empowers communities through innovative teaching, research, scholarship, partnerships, and public service. The University continues its rich legacy and historic mission of educating African Americans, and embraces all dimensions of diversity.

## **Vision Statement**

*Florida Agricultural and Mechanical University (FAMU) will be recognized as a leading national public university that is internationally renowned for its competitive graduates, transformative research, and innovation.*

## **Core Values**

*Accountability*

*Inclusion*

*Innovation*

*Integrity*

## **STRATEGIC PRIORITY 1: EXCELLENT LEARNER EXPERIENCE**

Programs within the College will support the mission, vision and values of the College and the University through the development of rigorous academic programming designed to produce high quality graduates in pharmacy, pharmaceutical sciences, and public health careers.

### **GOAL 1**

**Produce pharmacy practitioners that demonstrate competency in the delivery of patient-centered care through innovative pharmacy education practice models and research.**

**Action 1.** Identify and implement best practices for didactic PharmD education.

**Action 2.** Maintain a continuum of required and elective courses and experiences (including co-curricular, interprofessional, and pharmacy practice) throughout the curriculum, from introductory to advanced, of adequate scope, intensity, and duration to support the achievement of the required professional competencies.

**Action 3.** Produce pharmacy practitioners who are proficient in all phases of the Pharmacist Patient Care Process.

**Action 4.** Establish and sustain post-graduate training programs leading to accreditation of eligible programs.

**Action 5.** Identify current and future trends in the health care industry to establish opportunities for student collaboration in practice and research.

**Action 6.** Improve professional development opportunities for faculty and staff that will enhance the overall student experience.

### **Key Assessment Metrics**

1. Learner performance on standardized national exams including PCOA, NAPLEX, MPJE.
2. In-class outcomes data including learner course performance, capstone and/or semester exams, and faculty evaluations.
3. Spring P3 Pre-APPE Readiness assessment.
4. Implementation and assessment of new post-experiential training tools and evaluation processes.

5. Formal, updated evaluation methods for processes of care essential to pharmacy practice (e.g., medication history taking, medication reconciliation, discharge counseling) utilizing clinical simulation and electronic training platforms (EHR).
6. Formalized plan that incorporates clinical application throughout the curriculum for students' knowledge application and learning.
7. American Society of Health System Pharmacists (ASHP) accreditation for the Pharmacy Practice postgraduate [PGY1] residency program(s).
8. Annual faculty and preceptor surveys and evaluation.
9. Enrollment reports and plans for pharmacy practice experiences, project the number and types of sites needed

## **GOAL 2**

**Produce independent and creative pharmaceutical science graduates at the baccalaureate and graduate levels for advanced degrees and careers in STEM disciplines.**

**Objective 1: To prepare graduates with the knowledge and skills needed for the MS and PhD degrees in pharmaceutical sciences.**

**Action 1.** Provide learners with critical scientific principles and knowledge which impact pharmaceutical discovery, therapy, and implementation for the better good of health care delivery.

**Action 2.** Prepare learners for careers and research in the pharmaceutical sciences and health care industries.

### **Key Assessment Metrics**

1. Examples of documented instructional tools and best practices disseminated to faculty to provide learner exposure for careers and advance degrees through associated communications and leadership techniques.
2. Pre-graduation review of graduate learners' preparedness (transcripts, examination, thesis, dissertation defense).

**Objective 2: Expand degrees offered in the undergraduate program for the Bachelor of Science in Pharmaceutical Sciences (B.S.P.S.). (Increase Impact on STEM offerings in the College and the University)**

**Action 1.** Enhance degree program leading to the B.S.P.S.

**Action 2.** Develop a plan to recruit and promote the B.S.P.S program.

**Action 3.** Expand degree offerings in the B.S.P.S program to the Peaden Campus

**Key Assessment Metrics**

1. Annual assessment after establishment of B.S.P.S. degree program to inform programmatic improvements.
2. Demonstrated learner achievement and program impact by increasing transitions to pharmaceutical industry or post graduate training.

**GOAL 3**

**Enhance pathways to degree attainment**

**Objective 1: Develop and Implement Comprehensive Distance Learning Programs and expand offering alternative learning platforms.**

**Action 1.** Expand online and hybrid course offerings.

**Action 2.** Explore options for didactic education/instruction delivery at the pharmacy practice centers after the first two (2) years to improve enrollment and placement of learners.

**Action 3.** Explore the option of an online PharmD degree program.

**Action 4.** Provide training and development to faculty and staff on the communication and educational platforms used to deliver distance learning programs.

**Key Assessment Metrics**

1. Ongoing course review process for curriculum content and delivery.
2. Learner end-of-semester course evaluations.
3. Practice Center capacity evaluations including faculty/staff headcount, available classroom space, available technology, and budgeted resources.

## **Objective 2: Develop and implement dual-degree programs**

**Action 1.** Assess interest of students in order to revitalize the PharmD/MBA and create the PharmD/MPH program

**Action 2.** Identify necessity and appropriateness of resources/additional resources for the dual programs. Interschool discussion for the PharmD/MBA and Interschool/institute discussion for MPH.

**Action 3.** Create an administrative structure of dual programs. Establish an Office of Dual Degree Programs. Designate appropriate faculty/champions to deliver the curricula of the dual programs

**Action 4.** Revitalize/Implement a PharmD/MBA program.

**Action 5.** Develop and implement a PharmD/MPH program.

**Action 6.** Seek internal and external funding for dual degree programs.

### **Key Assessment Metrics**

1. Evaluation of Distance Learning programs and courses
2. Assessment of favorable response from student interest survey of PharmD/MBA and PharmD/MPH degrees
3. Assessment of quality and progress of dual programs
4. Number of appropriate faculty designated to deliver the programs
5. Financial support acquired to deliver the programs

## **GOAL 4**

**Diversity, Equity and Inclusion (DEI): Appropriately assess and measure the culture of diversity, equity and inclusion in the College.**

**Objective 1: Promote an atmosphere of diversity, equity and inclusion within the College programs.**

**Action 1.** Collect applicant background profiles to inform decisions to assist in defining the diversity of the College.

**Action 2.** Engage in non-educational activities that promote diversity, equity and inclusion in the College.

**Action 3.** Provide educational opportunities and training for faculty and staff on diversity, equity and inclusion principles.

**Action 4.** Ensure that faculty and staff are knowledgeable of diversity, equity, and inclusion (DEI) principles.

### **Key Assessment Metrics**

1. Demographic data on applicants and admitted learners through PharmCAS.
2. Stakeholder demographics captured through annual AACP survey process.
3. Review of College/University diversity and inclusion training opportunities.
4. Evaluation of faculty and staff DEI knowledge.

### **GOAL 5**

#### **Achieve benchmark measures of success in retention and graduation rates**

**Objective 1. Provide tutorial services and enhanced instructional support to develop content retention and test-taking skills for learners using the CARE Program.**

**Objective 2. Increase opportunities for professional engagements between PharmD learners, pharmacy practice residents, and graduate learners to develop and enhance peer to peer mentorship.**

**Objective 3. Track and trend learner retention, academic progression, and graduation rates to identify curricular improvement opportunities.**

### **Key Assessment Metrics**

1. Maintain a first time-pass rate at the state and national average on the National Pharmacy Licensure Examination (NAPLEX) and Multistate Pharmacy Jurisprudence Examination (MPJE).
2. Utilize the National Association of Boards of Pharmacy Pre-Licensure assessment model to enhance preparedness for the NAPLEX.
3. Track annually results from the comprehensive, NAPLEX, and MPJE. Disseminate results as aggregate data to inform curricular improvement and annually update the assessment plan.
4. Tracking high failure rate courses

## **GOAL 6**

**Maintain rigorous and innovative academic programs that prepare student pharmacists for impactful careers in a 21st century healthcare environment, achieve of both programmatic and curricular goals within all College programs.**

**Objective 1: Continually evaluate curricula structure, course content, and pedagogy for quality improvement.**

**Action 1.** Regularly engage faculty in curricular and course delivery improvements.

**Action 2.** Assess and document pharmacy practice abilities throughout the curriculum.

**Action 3.** Develop assessment instruments (as needed) to ensure that required performance competencies are mastered by learners.

**Action 4.** Evaluate the curriculum to ensure that the College's assessment of students' preparedness for APPE experiential training is appropriately aligned with ACPE standards (Appendix D) and learning outcomes.

**Action 5.** Implement best practices in teaching and learning methods which have demonstrated achievement of ability-based outcomes, and the development of critical thinking and problem-solving skills.

**Action 6.** Incorporate nationally standardized assessments into the evaluation of student learning to allow comparisons and benchmarks with accredited and peer institutions.

**Action 7.** Assess annually effectiveness of APPE and evaluate impact on programmatic outcomes utilizing AACP Survey data.

**Action 8.** Utilize CORE assessment platform instrument that permits Learners/Preceptors to periodically assess performance formatively and summative.

### **Key Assessment Metrics**

1. Perform continuous curricular review to assess mastery of curricular competencies.



2. On-going analysis of formative and summative examinations results.
3. Utilize results from assessment instruments in the Doctor of Pharmacy program to assess APPE Readiness, Pre-APPE Readiness, IPE, IPPE, and delivery of OSCEs for formative and summative assessment.
4. Utilize the comprehensive exam to assess NAPLEX Readiness.
5. Develop continuously faculty and staff using Teaching and Learning workshops.

## **STRATEGIC PRIORITY 2**

### **MAINTAIN AN EFFECTIVE CULTURE OF ASSESSMENT**

The College will promote a culture of continuous improvement through the implementation of a rigorous assessment process of all of its ongoing activities including its degree programs, research and service activities, stakeholder satisfaction, and other strategic initiatives.

#### **GOAL 1**

**Develop and maintain an effective curricular assessment plan in response to Standards 24 and 25 of the ACPE Standards 2016 (and appropriate updated standards in subsequent accreditation cycles).**

**Action 1.** The assessment plan incorporates systematic, valid, and reliable knowledge-based and performance-based formative and summative assessments.

**Action 2.** The assessment plan includes standardized assessments as required by ACPE.

**Action 3.** The assessment plan measures learner achievement at defined levels of the professional competencies as well as learner preparedness for APPE, direct patient care, and interprofessional health care experiences,

**Action 4.** The College uses the analysis of assessment measures to improve learner's education and experiences.

**Action 5.** The College's assessment plan provides insight into the effectiveness of the organizational structure of the College.

**Action 6.** The College's assessment plan makes appropriate use of data from the AACP Curriculum Quality surveys as well as internal stakeholder surveys.

**Action 7.** The College systematically assesses its curricular structure, content, organization, and outcomes.

**Action 8.** The College systematically assesses the productivity of its faculty in scholarship, teaching effectiveness, and service.

**Action 9.** The College assesses learner preparedness to function effectively and professionally as a member of an interprofessional healthcare team.

**Action 10.** The College regularly assesses learners' evidence-based clinical reasoning skills, the ability to apply these skills across a patient's lifespan, and the retention of knowledge that underpins these skills throughout the curriculum.

**Action 11.** The College effectively assesses learners' preparedness for APPE prior to their matriculation to the 4<sup>th</sup> professional year.

**Action 12.** The College regularly assesses its admission criteria, policies, and procedures to ensure the selection of a qualified and diverse student body with potential for success in pharmacy.

### **Key Assessment Metrics**

1. Ongoing accreditation of the PharmD degree program by the Accreditation Council for Pharmacy Education (ACPE).
2. Office of University Assessment evaluations and ratings of the College's annual STARS assessment report of the PharmD program.

### **GOAL 2**

**Support the University's culture of assessment by maintaining a consistent record of programmatic assessment through the annual STARS reporting cycle.**

**Action 1.** The College's Office of Assessment (OA) will ensure that its STARS reporting metrics are aligned with the Strategic Priorities of the College, the University, and the University President.

**Action 2.** The College OA will provide timely and relevant data through its annual STARS report to support ongoing SACS accreditation of the University.

**Action 3.** The College's STARS reports will be reviewed annually by the Assessment Committee to determine areas of opportunity for programmatic improvement.

**Action 4.** Maintain the ongoing assessment activities outlined within the College's overall strategic plan.

### **Key Assessment Metrics**

1. Office of University Assessment evaluations and ratings of the College's annual STARS assessment reports covering the PharmD, BSPS, MS, and PhD degree programs.

## **STRATEGIC PRIORITY 3: EXCELLENT AND RENOWNED FACULTY**

### **GOAL 1**

**Enhance faculty excellence by recruiting, supporting and retaining a diverse faculty with a zeal for teaching, research, service and community engagement**

**Objective 1. Foster the recruitment and retention of creative, service-oriented faculty who value the learner experience**

**Action 1.** Develop evaluation and recognition metrics for gauging faculty scholarly activities (quality and quantity) optimizing productivity

**Action 2.** Annually measure faculty production relative to College resource allocation (i.e. time, personnel, materials, facilities and equipment).

**Action 3.** Annual develop and implement research plan priorities for the College based on program goals.

### **Key Assessment Metrics**

1. Develop a comprehensive faculty development program, supported by adequate resources that meet the needs of faculty collectively and individually. This program should be representative of a Carnegie-classified institution.

2. Increase faculty participation in annual sessions of the academy (AACCP, ASHP, and other professional societies)

3. Sustain the growth of faculty across their career span.

4. Inspire professional growth by encouraging strategic collaboration with other units on campus and at other institutions

5. Develop and support a college-wide faculty mentorship program which provides leadership and support in teaching, research, and service.

6. Provide start-up funds for research and professional practice.

7. Provide salaries that are in line with current AACCP faculty salary surveys.
8. Develop a salary matrix chart to recruit and retain qualified faculty.

## **Objective 2. Enhance faculty satisfaction in higher education**

### **Key Assessment Metrics**

1. Increase faculty participation in the decision-making process
2. Enhance support for teaching, service, and research initiatives.
3. Foster equality in the organizational structure and culture
4. Align faculty with assignments which are commensurate with interest and capabilities
5. Promote positive morale and effective work-life balance in the workplace.
6. Recognize faculty and staff value, innovation, and creativity.
7. Increase faculty participation in the decision-making process
8. Enhance support for teaching, service, and research initiatives.
9. Foster equality in the organizational structure and culture
10. Align faculty with assignments which are commensurate with interest and capabilities
11. Promote positive morale and effective work-life balance in the workplace.
12. Recognize faculty and staff value, innovation, and creativity.

## **Objective 3. Enhance faculty engagement and community outreach opportunities**

### **Key Assessment Metrics**

1. Provide financial support for creative work.
2. Encourage faculty to volunteer on relative boards and committees on and off campus. (Note: Help faculty to find relative boards)
3. Encourage service in areas of expertise
4. Leverage funds from existing grants to increase faculty participation in community engagement to improve health outcomes. (Note: Commence and

support a college committee which develops methods to encourage and reward excellence in outreach)

5. Provide financial support for creative work.
6. Encourage faculty to volunteer on relative boards and committees on and off campus. (Note: Help faculty to find relative boards)
7. Encourage service in areas of expertise
8. Leverage funds from existing grants to increase faculty participation in community engagement to improve health outcomes. (Note: Commence and support a college committee which develops methods to encourage and reward excellence in outreach)

**Objective 4. To promote faculty development and innovative scholarly activities and to enhance the PhD program in pharmaceutical sciences.**

**Action 1.** Enhance faculty research portfolio through collaboration and innovation.

**Action 2.** Encourage faculty to seek grant funding for their research.

**Action 3.** Improve the overall quality of the graduate program.

**Key Assessment Metrics**

1. Increase Rate of funded grant applications.
2. Increase Number of grant submissions.
3. Increase Faculty attendance and participation in professional meetings.
4. Increase the number of PhD graduates

**Key Assessment Metrics**

1. Faculty presentations at research forums at local, state, and national levels.
2. Annual Faculty publications in peer-reviewed journals.
3. Annual Faculty submit extramural research grant applications for funding.
4. Annual Graduate students' presentations/publications.

## **GOAL 2**

**Maintain and develop sustainable state-of-the-art facilities that support the academic, research, and public health enterprise of the College**

**Objective 1. Complete the build-out plan for the East (research) wing of the College.**

**Objective 2. Ensure that space is appropriately allocated to optimize College-wide activities.**

**Objective 3. Enhance faculty engagement and community outreach opportunities**

### **Key Assessment Metrics**

1. Raise the college's placement on the University's P-Co List
2. Assign all spaces to support faculty, staff, learners, organizations, curricula and research needs.
3. Track the actions of the space allocation committee to ensure that all spaces are appropriately allocated according to faculty, staff, learners, organizational, curricula, and research needs.
4. Survey the faculty, staff and learners to determine whether the space provided is adequate.

**Objective 4: Provide adequate equipment, technology, and supplies to meet the needs of the College.**

**Action 1.** Develop cutting-edge research relationships and partners in pharmaceutical sciences, drug discovery, clinical translational research, and clinical trials participation.

**Action 2.** Promote faculty research, grant, and publication productivity.

### **Key Assessment Metrics**

1. Gather comprehensive data about existing equipment, technology, and supplies to inform change or future needs.
2. Compile data on the existing technology, equipment, and supplies.

**Objective 5: Provide proactive and timely maintenance for the facility.**

**Action 1.** Evaluate the effectiveness of the current maintenance schedule.

**Key Assessment Metrics**

1. Action item: Dr. Elizabeth Mazzio will serve on the committee for Goal 2, Objective 1, KPI 3
2. Move Public Health to the East Wing.
3. Monitor completion of work orders when the building needs maintenance.

**GOAL 3**

**Increase research productivity, commercialization and return on investment**

**Objective 1. Facilitate collaborating opportunities through faculty development and/or scholarship activities**

**Action 1.** Expand and enhance cutting-edge research and creative scholarship for the benefit of the state of Florida, the nation, and the world

**Action 2.** Expand translational research within the College with external partners.

**Objective 2: Increase capacity to conduct community-based research.**

**Action 1.** Establish an ad hoc committee to plan annual training seminars in methods of community-based research.

**Action 2.** Develop a research plan and priorities with community partners in support of College initiatives.

**Key Assessment Metrics**

1. The translations of clinical studies results through guideline development, meta-analysis, and systematic reviews.
2. Evidence-based research activities that impact industry or health care practice.
3. Forums for presentation of data analysis.

## **STRATEGIC PRIORITY 4: LEVERAGING THE BRAND AND ENGAGEMENT EXCELLENCE**

### **GOAL 1**

#### **Communications/Marketing**

Objective 1: Utilize social media platforms to enhance and maintain communication with alumni, donors, and stakeholders.

Objective 2: Collaborate with Office of Communications to ensure events and programs are promoted through University, local, and national media outlets.

Objective 3: Increase communication sought to inform faculty, staff, learners, alumni, and stakeholders about the College's achievements, programs, and events successes.

Action 1. Build and lead strong networks of supporters and partners

Action 2. Implement effective communication and marketing initiatives to increase visibility and College promotion

Action 3. Leverage the distinctive capabilities and signature programs of the college to strengthen the College brand and viability

#### **Key Assessment Metrics:**

1. Reach: Audience Growth Rate
2. Engagement: Likes, Comments, Shares, and Clicks
3. Acquisition: Visitor Frequency Rate
4. Awareness: Impression and Reach

### **GOAL 2**

#### **Alumni, Friends, and Student Engagement**

**Objective 1. Create an early engagement strategy to strengthen the bond between the College and its students and young alumni.**

**Objective 2. Utilize effective communication and social media platforms to inform alumni, friends, and stakeholders of the College's achievements, events, programs, and opportunities.**



**Objective 3. Strengthen the relationship with alumni, friends, and stakeholders through weekly communication via email, newsletters, phone calls, meetings, and other methods.**

**Objective 4. Provide a platform to identify persons/alumni in influential positions.**

**Action 1.** Enhance the College's fundraising infrastructure and capacity to generate donor support

**Action 2.** Provide the infrastructure needed to facilitate cutting-edge sponsored research and training for faculty and students.

**Action 3.** Engage communities and citizens through educational programs that address Healthy People 2030

**Action 4.** Collaborate with county and state stakeholders and alumni (e.g., Diamondback Alumni Association, local health departments, Florida Department of Health, affiliate hospitals) to address health concerns in the community.

**Key Assessment Metrics:**

1. Frequency of contact with donors
2. Fundraising participation rate
3. Email Conversion Rate
4. Number of visits with alumni and donors

**GOAL 3  
Infrastructure**

**Objective 1: Build a database that allows direct and effective communication with specific cohorts or graduating classes by developing our alumni network.**

**Objective 2: Strengthen the College's relationship with University departments and collaborate to develop an infrastructure that improves communication between the College and its donors.**

**Objective 3: Enhance donor stewardship through timely and appropriate communication regarding their contributions and support.**

**Objective 4: Build and maintain a database to monitor endowments and scholarships and utilize the database to identify donor cultivation visits.**

**Objective 5. Enhance public-private partnerships to support teaching, research, and service**

**Objective 6: Strategically position the College to become nationally and internationally recognized through educational programs, scientific discovery and faculty development.**

**Action 1.** Increase awareness and engagement to the community enhancing capacity to conduct community-based research.

**Action 2.** Implement trainings and community awareness in methods and benefits of community based participatory research (CBPR).

**Action 3.** Establish and maintain membership and involvement with Community-Campus Academic Health Center development.

**Action 4.** Obtain a principal role in the development and advancement of the FAMU HEALTH Initiative in alignment with University Goals

**Action 5.** Establish and maintain grant development and support infrastructure that facilitates the submission of centers and program grant proposals.

**Action 6.** Develop and implement strategies to increase funding success rates and better position faculty for success (e.g., roundtable discussions, grants-in-development sessions, mock reviews/critiques).

## **GOAL 4**

### **Fundraising**

**Objective 1. Capitalize on Annual Day of Giving to encourage faculty, staff, learners, alumni, and stakeholders to donate to the College on an annual basis.**

**Objective 2. Implement effective campaigns to engage donors such as, but not limited to, Society of 1951, Emerald Brick, Room Naming, Gallery of Distinction, Gallery of Givers, College Merchandise, and Monthly Donation Asks.**

**Objective 3. Inform donors of alternative methods to make charitable donations (e.g., Life Insurance Policies).**

**Objective 4. Develop a process to monitor and increase the number of planned gifts annually.**

**Objective 5. Enhance corporate relationships to facilitate opportunities for potential sponsorships of College events or scholarships for our learners.**

**Action 1.** Implement a follow-up procedure for ascertaining the placement, performance, and job satisfaction of COPPS graduates

**Action 2.** Maintain an up-to-date database of permanent addresses of graduates

**Action 3.** Work with the alumni association in promoting and establishing continued support links

**Action 4.** Community engagement activity reports.

**Action 5.** Communicate with various College advisory boards to reflect meeting outcomes and level of participation

**Action 6.** Utilize College wide surveys to drive programmatic improvement processes

**Action 7.** Release an Annual Report of College wide programs through the year end reflection.

**Key Assessment Metrics:**

1. Donor Growth
2. Donor Retention Rate
3. Gifts Secured
4. Average Gift Size
5. Asks Made

**STRATEGIC PRIORITY 5**

**Organizational Effectiveness and Transformation Excellence**

**GOAL 1**

**Enhance a culture that intentionally fosters building and engaging a high performing workforce and fortifies FAMU's status as an employer of choice.**

**Objective 1. Develop a compensation framework that aligns market competitiveness and internal equity to attract and retain qualified employees.**

**Action 1.** Conduct a college-wide compensation analysis of faculty and staff biannually.

**Action 2.** Develop a compensation philosophy that ensures faculty and staff compensation, and benefits are equitable and competitive.

**Action 3.** Present salary data to leadership for action and implementation at the College level.

**Action 4.** Implement an annual climate survey for faculty and staff.

### **Key Assessment Metrics**

1. Provide a salary matrix chart of faculty and staff that would be in line with current AACCP faculty/staff salaries.
2. Annual climate satisfaction survey of all employees including internal assessment of college operation, salary equity, and equitable responsibility.

**Objective 2. Establish a comprehensive on-boarding program (in-house orientation, mentorship and development) designed to equip new hires with information to achieve success in their new role and feel welcomed and included as a member of the FAMUly.**

**Action 1.** Develop information to provide COPPS-IPH materials on topics that include history, mission, vision, values, ethics, supervision, organizational structure, institutional goals, policies, and total compensation

**Action 2.** Develop a technology delivery platform for college-level orientation information that is available to all new employees at any time.

**Action 3.** Establish a process for orientation and onboarding at a department, campus or college/ school level that builds upon the college-level programming and includes a start-up package for faculty, roles and responsibilities specific resources to support new employees.

### **Key Assessment Metrics**

1. Develop an orientation checklist for new hires.
2. Provide a 90-day new employee survey to evaluate on-boarding process.
3. Develop a pre- and post-assessment survey for new hires
4. Develop continuously staff and faculty with programming resources available.

**Objective 3. Implement an “Operational Excellence Plan” that offers all employees organized professional development throughout the year.**

**Action 1.** Increase opportunities for faculty and staff to gain professional experiences through professional development activities and seminars.

**Action 2.** Promote a culture of inter-professional education and program practice opportunities.

**Action 3.** Enhance participation in ASHP, ACPE, APhA, NPhA and other national, regional, and state associations.

**Action 4.** Promote faculty members to become ACPE evaluators; NABP item writers; delegates to APhA, officers in state and national organizations.

**Action 5.** Staff and faculty in certain leadership roles must attend campus wide workshops, seminars and conferences to enhance their understanding of contemporary pharmacy education.

**Action 6.** The Assessment Committee will develop a standard process for faculty and staff to request specific professional development training.

**Key Assessment Metrics**

1. Number of external faculty and staff acknowledgements and rewards
2. Faculty and Staff satisfaction rates with professional development opportunities
3. Faculty attendance at presentations and workshops will be tracked as well as feedback from faculty and learners regarding the incorporation of new techniques in the classroom.

**Objective 4. Strengthen full life-cycle performance management framework.**

**Action 1.** Align College evaluation/assessment instruments with the University and College mission, values and goals.

**Action 2.** Develop evaluation and recognition metrics for gauging faculty scholarly activities (quality and quantity) optimizing productivity.

**Action 3.** Annually review evaluation/assessment instruments to ensure supporting evidence of compliance with ACPE standards.

**Action 4.** Enhance the succession planning framework by including faculty lines based on the current and future needs of the College.

**Action 5.** Enhance staff succession planning by implementing an annual staff retreat to provide skill training required for professional advancement.

### **Key Assessment Metrics**

1. Number of external faculty and staff acknowledgements and rewards
2. Faculty and Staff turnover rates
3. Faculty and Staff retention rates
4. Employee awareness of Diversity, Equity, and Inclusion (DEI) initiatives

## **GOAL 2**

### **Optimize effectiveness of operations through enhancement of processes and innovation**

**Objective 1. Implement process improvements to continuously evaluate College operational processes which includes mapping the processes, gaps analyses, performance improvements, and institutionalize new processes.**

**Action 1.** Create an accountability infrastructure to support streamlining College operations which includes timeline, training, measurable goals and results, and ongoing process review.

**Action 2.** Provide annual feedback on selected goals as determined by the College to evaluate process improvement initiatives.

**Objective 2. Utilize analytics to drive data driven decisions for improved institutional/university outcomes**

**Action 1.** Implement a comprehensive data analytics and reporting platform with institutional visibility

**Action 2.** Develop robust customized data dashboards and reports for academic and administrative units

### **Key Assessment Metrics:**

1. Survey technology platforms currently in use by the College
2. Identify technology gaps and needs by soliciting input from key stakeholders (learners, faculty, staff, and administration)

3. Collate existing technologies with information from stakeholders to devise an up-to-date comprehensive technology platform
4. Develop a budget based on the data collected that will allow the College to be efficient in the use of technology resources
5. Annually assess the effectiveness and use of technology resources and make recommendations for changes

## **Strategic Priority 6**

### **Develop a culture of Strategic Planning Excellence**

In an era of increasing accountability at all levels of higher education, and the need to better utilize data to drive planning, decision-making, and quality improvement, the College will take measurable steps to ensure that processes are in place to more effectively manage, analyze, and use assessment data to advance our strategic initiatives. The College will continuously use data and metrics to improve the status of all programs to a world class level. The culture and environment of the College will be guided and directed by the Strategic Plan that is routinely reviewed, evaluated for data-driven metrics, and provides directives that result in positive outcomes. The College will continuously aspire to identify innovative opportunities in teaching, practice, and research that will elevate the status of the College and continue to foster an environment of excellence with caring.

Through continuous strategic planning and review, the College will assess, evaluate, and align the mission and vision with core values that embody the College's culture. The College will continually assess and monitor the Strategic Plan and the strategic planning process by actively engaging faculty, staff, learners, and key stakeholders.

### **GOAL 1**

#### **Develop a culture of strategic planning to achieve goals based in excellence with caring**

**Objective 1: Reassess the Mission, Vision, and Core Values**

**Objective 2: Align the strategic plan to the mission of the College and University**

**Objective 3: Develop a strategic plan for each Division that is aligned with the College's strategic plan**

**Objective 4: Develop a shared governance and assessment framework with assigned tasks and activities to monitor and assess the College's progress on the Strategic Plan**

**Objective 5: Monitor the College's progress in strategic planning and provide regular updates to faculty, staff, learners, and key stakeholders**

**Objective 6: Assess the College's impact and contributions to education, practice, research, and service locally, nationally, and globally**

**Objective 7: Publish the strategic plan and planning process annually**

## **GOAL 2**

**Utilize assessment metrics track attainment of goals and objectives**

**Objective 1: Plan and assess processes annually in the College that lead to goal attainment**

**Objective 2: Analyze and communicate data and metrics to the College population to inform progress**

**Objective 3: Use data and metrics for decision-making and strategic plan tracking**

**Objective 4: Publish best practices and findings that emanate from assessment efforts within the College**