

Florida A&M University

College of Pharmacy and Pharmaceutical Sciences

STRATEGIC PLAN 2010 – 2020

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.

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 and caring environment that enhances the attainment of educational excellence and the highest standards of professional and ethical practice. 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 that will offer the PharmD program at P1 through P4 levels.

Performance measures:

6.1.2.1: Plan for and renovate existing Crestview 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