Virginia Commonwealth University
School of Pharmacy
Strategic Plan 2013 – 2018

Approved by the Faculty: October 14, 2013
Modified: January 9, 2014

This strategic plan supports the university's strategic plan, *Quest for Distinction*.

Theme I
Maintain preeminence as a leader among schools of pharmacy in providing professional and graduate students a high quality learning experience focused on interprofessional and interdisciplinary education, professionalism, inquiry, discovery, and innovation.

Goal 1

Recruit and retain faculty, staff, and a School leadership team to support the quality of teaching and learning, research, and diversity.

M.O. I. 1.1   Recruit and retain the highest quality faculty to advance the School's mission.
Action Steps:
1. Target faculty salaries to more than the 50th percentile of the AACP annual salary survey.
2. Offer competitive start-up packages.
3. Work with the university to help find spouses/significant others employment.
4. Support faculty sabbaticals to refocus faculty endeavors in areas of need for the School.
5. Provide appropriate resources for faculty development.

M.O. I. 1.2   Recruit and retain the highest quality staff to advance the School's mission.
Action Steps:
1. Target staff salaries to more than the VCU median of salaries for deserving staff.
2. Provide appropriate resources for training and development opportunities for staff positions.

Goal 2

Recruit talented and diverse students who will contribute to a highly skilled work force.

M.O. I. 2.1   Recruit talented and diverse professional students.
Action Steps:
1. Assess resources in the Office of Admissions and Student Services for recruitment of professional students.
2. Continue participation in the University's summer enrichment program.

3. Establish enrollment projections over the next 5 years.
4. Enhance recruitment efforts to attract highly qualified students from across the Commonwealth and around the country.
5. Increase the number of endowed scholarship for Pharm.D. students.
6. Continue to expand and improve the School's social media presence.

M.O. I.2.2   Recruit talented and diverse graduate students.
Action Steps:
1. Assess resources in the Office of Graduate Programs for recruitment of graduate students.
2. Evaluate graduate student stipends and support to ensure that they are nationally competitive.
3. Reimburse on-site visits for prospective U.S.-based graduate students.
4. Establish focused recruitment efforts, e.g., weekend programs, for prospective graduate students.
5. Generate funding for more "named" prestige fellowships that supplement the standard stipend.
6. Actively recruit highly qualified U.S. and international students.
7. Establish enrollment projections over the next 5 years.
8. Provide appropriate funding to support talented Pharm.D./Ph.D. students.
9. Continue to expand and improve the School's social media presence.

M.O. I.2.3   Create an academic mentoring and advising system to contribute to student academic success and retention in the professional degree program.
Action Step:
1. Appoint a committee to design the program and its implementation.
2. Implement the program in 2013-14 with the P1 class.
3. Evaluate year 1 performance, make modifications as needed, and roll out the program to subsequent incoming P1 classes.

Goal 3

Provide students a quality education through rigorous and innovative academic programs that prepare students for careers in a 21st century global environment.

M.O. I.3.1   Maintain a curriculum that exceeds ACPE curricular standards.
Action Steps:
1. Review new ACPE Standards and Guidelines (expected 2015-16) and revise the curriculum as needed to exceed standards.
2. Review prerequisite courses and implement changes if needed.

M.O. I.3.2   Provide innovative interprofessional education.
Action Steps:
1. Work collaboratively with the Center for Interprofessional Education (IPE) and Collaborative Care to develop IPE experiences.
2. Engage the MCV campus schools in discussions to develop IPE patient simulations.
3. Create a strategic plan for IPE implementation.

M.O. I.3.3   Optimize the role of satellite campuses in achieving the School's mission.
Action Steps:
1. Ensure optimal numbers of students are assigned to each satellite campus.
2. Ensure students on satellite campuses can actively participate in student organizations.
3. Track student performance by campus to ensure learning outcomes are similar on all satellite campuses.

M.O. I.3.4   Determine the cost effectiveness of maintaining satellite campuses.

M.O. I.3.5   Explore the role of online learning or hybrid learning in the professional and graduate programs.
Action Steps:
1. Departments and the Graduate Advisory Committee will evaluate the need with respect to graduate programs.
2. The Curriculum Committee will explore the need with respect to the professional program.
3. Survey faculty to identify the extent of current online/hybrid learning.
4. If needed, develop pilot online and/or hybrid course offerings.

M.O. I.3.6   Ensure the adequacy and quality of academic technology resources to facilitate learner-centered teaching.
Action Steps:
1. Survey faculty and students regarding adequacy and quality of academic technology.
2. Establish a committee to recommend collaborative and simulation software for learners.
3. Assess the availability of teaching facilities to meet educational needs.
4. Recommend alterations in teaching facilities as appropriate to meet the educational needs.

M.O. I.3.7   Identify classroom space needs for the graduate program.

M.O. I.3.8   Conduct a needs assessment for a high quality pharmacy technician program.
Action Steps:
1. Evaluate what current providers are offering.
2. Evaluate national trends in technician training.
3. Make recommendations based on needs assessment.
4. Identify resources to support a pharmacy technician program.

M.O. I. 3.9   Ensure a quality program that exceeds experiential education accreditation requirements by using rigorous standards for experiential education.
Action Steps:
1. Develop criteria that exceed ACPE standards.
2. Implement quality standards for delivering IPPEs and APPEs.

M.O. I.3.10   Review graduate and combined degree programs curricula and co-curricular offerings.
Actions Steps:
1. Evaluate the pharmaceutical sciences core and co-curriculum in both content and scope as to whether it prepares students scientifically and professionally

for the 21st century workplace with respect to the AACP/AAPS Recommendations for the Future of Graduate Education.
2. Evaluate the desirability of a collaborative educational model with other pharmaceutical sciences graduate programs in the creation of courses in new scientific areas or professional development.
3. Conduct a workforce needs assessment for pharmaceutical sciences graduates.
4. Formalize an internship program for graduate students.
5. Evaluate efficiency of the combined degree program.
6. Consider national and local trends in graduate education and evaluate whether changes should be adopted in the pharmaceutical sciences graduate program (individual development plan (IDP), student affairs offices, advisory committee chair, etc.).

Goal 4

Engage students in high impact academic and extra-curricular experiences that expand learning and engage students in self-reflection.

M.O. I.4.1   All professional students will maintain an electronic portfolio containing self-reflections on their curricular experience, their learning growth, and scholarly works.
Action Steps:
1. Establish evaluation guidelines and criteria for portfolios.
2. Identify an electronic platform for portfolios.

M.O. I.4.2   Support professional and graduate student organizations to expand learning and leadership opportunities.
Action Steps:
1. Enhance marketing of student opportunities in underserved and global outreach programs.
2. Improve financial support for students participating in national meetings and other activities.
3. Continue to provide leadership for and support the creation of a VCU-wide professional and career development program (VCU BEST) for graduate and professional students, and postdoctoral fellows.

> **Theme II**
> Maintain preeminence as a leading school of pharmacy by making contributions in research, scholarship, and clinical practice to advance knowledge and enhance quality of life.

Goal 1

Increase school-wide productivity in high impact research and scholarship.

M.O. II. 1.1   Appoint an associate dean for research and graduate studies.

M.O. II.1.2   Hire a grants administrator to assist faculty in both preparation and oversight of research grants.

M.O. II.1.3   Increase the number of faculty who apply for internal funding, e.g., CTSA and PRIP grants, Massey Cancer Center, etc., and region-restricted funding, e.g., CHRB, Jeffress Trust, Alzheimer's and Related Diseases Research Award Fund, American Heart Assoc., etc.

M.O. II.1.4   Formalize opportunities and resources to expand collaborative teaching and research.

M.O. II.1.5   Annually nominate faculty and students for local, state, and national research and recognition awards.

M.O. II.1.6   Establish a fair and transparent salary offset and overhead policy which enhances current rate of return to investigators as an incentive.

M.O. II.1.7   Assign early career faculty with a senior mentor colleague who will assist and review grant proposals during the preparation stage.

M.O. II.1.8   Provide access to state-of-the-art research equipment for investigators.

Goal 2

Increase and diversify the School's sponsored research.

M.O. II.2.1   The associate dean for research and graduate studies will evaluate the research portfolio of the School and devise a plan for enhancement.
Action Steps:
1. Create a plan to expand collaborative research.
2. Explore options to increase indirect costs returned to the School.
3. Increase faculty participation in multidisciplinary centers and institutes, such as the Massey Cancer Center and the Institute for Structural Biology and Drug Discovery (ISBDD).

M.O. II.2.2   Continue to support the mission of the ISBDD.

M.O. II.2.3   Increase publications and our national/international presentations at meetings.
Action Steps:
1. Establish seed monies for faculty travel and publication costs.

2. Develop mechanisms for faculty to share news of their accomplishments, for publicity purposes, with the public relations office.

M.O. II.2.4   Establish the Center for Compounding Practice and Research.
Action Steps:
1. Appoint a Director for the Center for Compounding Practice and Research.
2. Complete 5th floor lab space renovation.

Goal 3

Grow the next generation of researchers and scholars who will focus on the discovery of new knowledge and the advancement of clinical applications.

M.O. II.3.1   Maintain the current graduate student enrollment.

M.O. II.3.2   Support and evaluate the transition to GradTrak for graduate programs.

M.O. II.3.3   Expand summer fellowships and combined degree program enrollment.

M.O. II3.4   Promote existing non-School of Pharmacy summer fellowships for undergraduate students interested in graduate programs.

M.O. II.3.5   Increase participation in research electives for P3 students.

M.O. II.3.6   Formalize post-doctoral training programs congruent with NIH and University policies and procedures.
Action Steps:
1. Enable post-doctoral trainees to enroll in the Preparing Future Faculty Program and other development opportunities at the university.
2. Institute career development plans for all post-doctoral trainees.

M.O. II.3.7   Raise stature and improve reward system for postdoctoral researchers.
Action Steps:
1. Increase opportunities for post-doctoral trainees to present research results within the School and University communities.

Goal 4

Increase the commercialization of intellectual property and university-based technologies to advance innovation and economic development.

M.O. II.4.1   Increase communication with the office of intellectual property/tech transfer to recognize opportunities available.
Action Steps:
1. Invite appropriate personnel from VCU Tech Transfer to meet with the faculty.
2. Include information about VCU Tech Transfer in new faculty orientation.

M.O. II.4.2   Develop information technology products for local use and potential commercialization.
Action Step:
1. Identify needs of students and faculty for apps.

M.O. II.4.3   Facilitate and enhance/expand partnerships with industry for intellectual property development.

Action Steps:
1. Increase visibility of the School's intellectual property.
2. Establish "proof of concept" seed fund, if possible.
3. Explore and publicize methods to reduce barriers to industry funding such as VCU F & A costs.

Theme III
Achieve national recognition as a fully-integrated research school of pharmacy with a commitment to human health.

Goal 1

Ensure the Pharm.D. curriculum is preparing graduates for a career in an evolving health care delivery system, and for changes in scientific and clinical knowledge.

M.O. III.1.1   Curriculum committee will periodically review courses for up-to-date learning objectives.

M.O. III.1.2   Faculty will recommend new courses, either elective or required, for adoption in the curriculum when dictated by emerging trends in science or clinical care.

M.O. III.1.3   The Division of Pharmacoeconomics and Health Outcomes will conduct an environmental scan of innovation in health care delivery systems related to pharmacy practice at least annually and recommend adjustments to the curriculum committee.

M.O. III.1.4   Develop elective coursework to help prepare Pharm.D. students for careers in industry.

M.O. III.1.5   Course coordinators will annually evaluate topics in their courses with respect to changes in therapy and practice.

Goal 2

Increase interdisciplinary/interprofessional practice and teaching focused in areas of public health.

M.O. III.2.1   Recognize faculty efforts for engaging in interdisciplinary/interprofessional practice and service projects.
Action Steps:
1. Recognize interdisciplinary/interprofessional activities for annual faculty performance reviews.
2. Recognize interdisciplinary/interprofessional activities for promotion and tenure and include these activities in the School's revised P&T guidelines.

M.O. III.2.2   Quantify and evaluate current interdisciplinary/interprofessional activities in practice, teaching, and research.
Action Step:

              1. Share information regarding successful collaborations to serve as models of interdisciplinary/interprofessional projects.

M.O. III.2.3   Explore the feasibility of an MTM program for state employees, as an early step in practice transformation.

M.O. III.2.4   Continue to develop relationships and actively participate with the Center for Interprofessional Education and Collaborative Care (CIECC).

              Action Step:

              1. Designate a School liaison to the CIECC.

M.O. III2.5   Advance pharmacy practice transformation in Virginia.

              Action Step:

              1. Conduct a follow up transformation summit

              2. Conduct practice-based research

Goal 3

Enhance faculty involvement in the Center for Clinical and Translational Research (CCTR) and other interdisciplinary initiatives that lead to innovative research outcomes across the health care spectrum.

M.O. III.3.1   Incentivize faculty who engage in interdisciplinary/interprofessional research activities.

              Action Step:

              1. Develop models for shared credit in collaborative grants and projects including, but not limited to, F & A return, etc.

M.O. III.3.2   Increase faculty involvement in the CCTR.

              Action Steps:

              1. Invite the director of the CCTR to discuss opportunities for School faculty and graduate students on a regular basis.

              2. Delegate a School liaison to the CCTR.

M.O. III.3.3   Quantify and evaluate the number of externally-funded projects in community-engagement and community-based participatory research.

              Action Step:

              1. The associate dean for research will make faculty aware of opportunities for community engagement and community based research.

Theme IV
Become an exemplary innovator of community partnerships that improve access
to health care and enhance the health and wellness of the community.

Goal 1

Faculty and students will participate in community engagement and service learning.

M.O. IV.1.1   Define community engagement and service learning for the School.

M.O. IV.1.2   Identify the extent and nature of the School's current involvement in community engagement and service learning.
Action Step:
1. The dean's office will be responsible for collecting data by canvassing faculty and student organizations and reporting this data annually.
2. Evaluate data and trends.

Goal 2

Sustain university-community partnerships with a focus on access to health care in underserved populations.
M.O. IV.2.1   Maintain School of Pharmacy - community partnerships that focus on health care.
M.O. IV.2.2   Maintain involvement in outreach programs (i.e., HOMBRE, RAM, CARITAS).

Goal 3

Measure the return on investment of faculty and staff time and effort spent on community engagement and service learning.
M.O. IV.3.1   The School administration will determine the costs of faculty time involved with participating in service learning and community engagement.
M.O. IV.3.2   Determine if the return on investment is sufficient to warrant long-term continuation of the work.

Theme V
Be an exemplary model for schools of pharmacy in resource utilization and management.

Goal 1

Ensure that the faculty and staff are appropriate to achieve the mission.
M.O. V.1.1   Determine that appropriate individuals are in place to perform the required work.
Action Step:
1. Annually review current needs in faculty and staff.
M.O. V.1.2   Ensure faculty, staff, and other resources are appropriate to support the mission, the strategic plan, and future endeavors.

Goal 2

Improve classroom and research facilities.

M.O. V.2.1   Renovate classroom spaces in Sanger Hall to facilitate current and future styles of teaching and learning.
Action Step:
1. The Dean will request that the classrooms used by pharmacy students support the use of student laptop computers (desk space, connectivity), small group learning activities, and intercampus video teleconferencing capabilities.

M.O. V.2.2   Improve the safety of research laboratories (e.g., eye wash) and make research facilities more conducive for a pleasant working environment (e.g., painting, fix leaking pipes/faucets).
Action Steps:
1. Compile a list of research facility improvement needs.
2. The Dean will request funding to make the necessary laboratory improvements.

M.O. V.2.3   Create a process to ensure that all buildings used by faculty, staff, and students are safe, functional, and present an image compatible with the School's mission.
Action Step:
1. Analyze the working conditions of ventilation systems and other systems in all buildings used by faculty, staff, and students to ensure a safe working environment.

M.O. V.2.4   Create an appropriate space for a faculty lounge or facility to improve informal interactions among faculty.

M.O. V.2.5   Obtain additional space on the seventh floor of the Blackwell Smith Building.

Goal 3

Provide a service oriented infrastructure within the School's Office of Finance and Administration to support and enhance faculty and staff productivity and efficiency.

M.O. V.3.1   Assess the business office infrastructure and operations and how the business office staff interacts with and responds to all staff and faculty.
Action Steps:
1. Engage university personnel to examine the processes of the business office.
2. Identify customer service expectations of staff.

M.O. V.3.2   Provide all departments and offices timely access to financial reports and budgets.
Action Steps:
1. Provide annual budgets at the beginning of each fiscal year.
2. Provide departments, offices, and faculty with monthly fiscal reports, including variance from budget.
3. Create a transparent accounting system for faculty and staff to access accounts in real time.
4. Provide graduate student funding resource information to departments.

M.O. V.3.3   Create an online policy and procedure manual for all School policies and procedures.

M.O. V.3.4   Ensure all School policies are congruent with University policies.

M.O. V.3.5   Develop a tracking system for finance, human resources, and other service requests to the business office to verify requests are completed.

M.O. V.3.6   The human resource office will follow all university policies and procedures for recruitment, retention, and professional development.
Action Steps:
1. Hiring procedures will be established in writing and followed.
2. The HR administrator will be trained in hiring and related issues pertaining to personnel requiring visas.

Goal 4

Provide an infrastructure within the School's Development Office to support and enhance targeted fund raising.

M.O. V.4.1   Assess the infrastructure and operations for improved effectiveness.

M.O. V.4.2   Provide transparency of fund raising efforts and goals.

M.O. V.4.3   Include faculty in selecting and prioritizing fund raising goals.

M.O. V.4.4   Improve the tracking of alumni from both the professional and graduate programs, current and past post-doctoral residents and fellows, including contact information and employment status.
Action Steps:
1. Obtain personal email addresses from applications for graduate and professional students.
2. Obtain contact information for all students at the time of graduation.
3. Develop a repository for the contact information of graduated students.

Goal 5

Contribute to the University's efforts of sustainability for our quality of life.

M.O. V.5.1   Photocopy paper use will decrease by 10% per year.

M.O. V.5.2   Faculty, staff, and students will be requested to recycle paper, electronic items, and conserve resources.