



COLLEGE OF PHARMACY

Strategic Plan

Approved by the Faculty, March 2018

Updated and Approved by the Faculty, February 2021

Critical Issue 1: How do we attract, recruit, retain, and develop high-quality students, faculty and staff?

Strategic Direction 1.1: Increase our brand recognition and build upon our differential advantage.

Objective 1.1.1: Complete and ongoing. By 2019, create a distinctive Mercer University College of Pharmacy marketing campaign. Accountable: Director of Communications and Marketing

Strategic Direction 1.2: Reduce barriers in order to increase student access to a Mercer pharmacy education.

Objective 1.2.1: Complete. By 2019, identify and promote information on alternative mechanisms for mitigating the cost of a student's education. Accountable: Director of Admissions

Objective 1.2.2: Complete. By 2019, conduct survey of current students to identify non-financial barriers to a Mercer pharmacy education in order to identify solutions and market to prospective students. Accountable: Assistant Dean for Student Affairs

Objective 1.2.3: Complete and ongoing. By 2019, identify and implement non-traditional pathways for completion of prerequisites via Mercer University or other affiliated institutions. Accountable: Executive Associate Dean

Objective 1.2.4: Complete and ongoing. By 2019, identify and pursue additional scholarship and grant opportunities. Accountable: Chair of Honors and Awards Scholarship Committee

Objective 1.2.5: In progress. By 2021, identify and implement strategies to strengthen relationships with undergraduate institutions, high schools, and middle schools to increase awareness of the profession and Mercer University/College of Pharmacy. Accountable: Director of Admissions

Strategic Direction 1.3: Capitalize on the alumni base/relationships for recruitment and development of students, faculty and staff and build alumni connection and engagement with the College.

Objective 1.3.1: Complete. By 2018, collect data via alumni survey and update the alumni database. Accountable: Director of Alumni Services

Objective 1.3.2: Complete and ongoing. By 2020, design and implement a referral process to promote faculty and staff openings to alumni. Accountable: Director of Alumni Services

Objective 1.3.3: Complete and ongoing. By 2020, disseminate information and materials to alumni to encourage and mentor potential students, including pharmacy technicians. Accountable: Director of Alumni Services

Objective 1.3.4: By 2021, increase alumni engagement in relevant courses in the curriculum, student organizations, PDN, and experiential education to develop students and engage alumni (as measured by the observation of active participation). Accountable: Director of Alumni Services

Strategic Direction 1.4: Optimize competitiveness with other schools of pharmacy in recruitment and development of students.

Objective 1.4.1: Complete and ongoing. By 2019, review application/admissions requirements to minimize barriers. Accountable: Chair of the Admissions Committee

Objective 1.4.2: Complete. By 2018, identify and implement additional tools and processes to decrease turnaround time between application verification and admissions decisions. Accountable: Director of Admissions

Objective 1.4.3: Complete. By 2018, examine every element of the application process to optimize the applicant experience. Accountable: Director of Admissions

Objective 1.4.4: Complete and ongoing. By 2019, identify and implement strategies to incorporate leadership, faculty and alumni into outreach to prospective and accepted applicants in order to affect their ultimate enrollment decisions. Accountable: Chair of the Admissions Committee

Objective 1.4.5: Complete. By 2018, assess scope of student support services offered to ensure their comprehensiveness in meeting students' needs both professionally and personally, including both professional degree program and graduate program students. Accountable: Assistant Dean for Student Affairs

Objective 1.4.6: By 2022, identify and implement targeted technical, human, and conceptual development opportunities for students. Accountable: Assistant Dean for Student Affairs

Objective 1.4.7: By 2022, 75% of students will be engaged (i.e. committee membership, committee chair, elected leader, etc.) in a student organization. Accountable: Assistant Dean for Student Affairs

Strategic Direction 1.5: Identify and implement mechanisms to retain and develop high-quality staff, preceptors, and faculty.

Objective 1.5.1: Complete and ongoing. By 2020, assess staff knowledge and skills, identify areas for development, and implement programming to enable maximum individual effectiveness. Accountable: Supervisors of staff

Objective 1.5.2: Complete and ongoing. By 2019, assess preceptors' knowledge and skills, identify areas for development and implement programming to enable maximum effectiveness. Accountable: Vice-Chair of Pharmacy Practice for Experiential Education

Objective 1.5.3: Complete and ongoing. By 2019, create and implement a formalized staff recognition process at the College level. Accountable: Dean

Objective 1.5.4: In progress. By 2021, ensure staff, faculty, and preceptor retention and development resources are available across the entire college. Accountable: Dean

Objective 1.5.5: Complete and ongoing. By 2019, develop and implement a comprehensive faculty mentorship program to enable academic, research and career success. Accountable: Chair of Pharmaceutical Sciences and Chair of Pharmacy Practice

Objective 1.5.6: By 2022, 25% of faculty will be engaged in national professional or organizations as committee members, committee chairs, or elected leaders. Accountable: Chair of Pharmaceutical Sciences and Chair of Pharmacy Practice

Critical Issue 2: How do we create and deliver our curricula to maximize student success for practice, research, and leadership?

Strategic Direction 2.1: Comprehensively assess curricula related to student success outcomes.

Objective 2.1.1: In progress. By Fall 2021, conduct an analysis to evaluate the breadth and depth of content, co-curricular activities based on educational outcomes, accreditation standards, and practice and employment needs. Accountable: Director of Assessment

Objective 2.1.2: Complete. By 2019, complete an academic program review of the Ph.D. in pharmaceutical sciences. Accountable: Director of Ph.D. programs

Strategic Direction 2.2: Create curricular content and delivery mechanisms that maximize student success and achieve potential.

Objective 2.2.1: Complete. By 2018, the College of Pharmacy Center for the Advancement of Teaching and Learning (CATAL) will present evidence for improved student success outcomes with active learning pedagogies. Accountable: Director of the College of Pharmacy Center for Advancement of Teaching and Learning

Objective 2.2.2: Complete and ongoing. By 2019, conduct faculty and student development for implementation of active learning delivery. Accountable: Instructional Designer

Objective 2.2.3: Complete and ongoing. By 2019, begin implementation of active learning delivery. Accountable: Chair of Curriculum Committee

Objective 2.2.4: Complete and ongoing. By 2019, implement interprofessional education (IPE) throughout the professional degree program curriculum to include physicians and medical students. Accountable: Chair of Curriculum Committee

Objective 2.2.5: Complete and ongoing. By 2023, create a system for maximizing student academic success. Accountable: Executive Associate Dean

Strategic Direction 2.3: Develop a formal method to update curricula based on emerging practices.

Objective 2.3.1: Complete and ongoing. By 2019, formalize a process for compiling input from the National Association of Boards of Pharmacy (NABP) assessment blueprints, accreditation standards, and practice partner stakeholders to ensure that curricula reflect emerging practice. Chair of Curriculum Committee

Objective 2.3.2: Complete and ongoing. By 2021, establish and implement a model for strategic partnerships with the practice community to inform the Curriculum Committee of emerging trends in contemporary pharmacy and education. Accountable: Chair of Pharmacy Practice

Critical Issue 3: How do we optimize future and existing facilities to achieve our strategic goals?

Strategic Direction 3.1: Optimize current facilities to maintain and advance the College's mission.

Objective 3.1.1: Complete and ongoing. By 2018, evaluate classrooms and public spaces to identify assets and needs for improvement, and implement a process for continuous improvement. Accountable: Director of Finance and Administration

Objective 3.1.2: Complete and ongoing. By 2018, evaluate research facilities to optimize productive use of space and identify assets and needed improvement, and implement a process for continuous improvement. Accountable: Director of Finance and Administration

Objective 3.1.3: Complete and ongoing. By 2019, recommend technology enhancements to enable educational best practices. Accountable: Director of Learning Technology

Strategic Direction 3.2: Advocate for campus infrastructure to support the College's strategic plan and mission.

Objective 3.2.1: Complete. By 2018, revise the case statement and architectural renderings for new facilities to ensure they addresses research, teaching, and service goals. Accountable: Dean

Objective 3.2.2: Complete and ongoing. By 2020, establish a mechanism for assessment of facilities needs related to program growth and potential new revenue streams. Accountable: Dean

Critical Issue 4: How do we strategically advance the practice model?

Strategic Direction 4.1: Develop, implement, evaluate, and disseminate alternative models of pharmacy practice to achieve our vision to enrich health and improve lives.

Objective 4.1.1: Complete and ongoing. By 2019, 100% of faculty and staff (as appropriate) will be able to articulate and explain a consistent definition and applications of the PPCP model. Accountable: Chair of Curriculum Committee

Objective 4.1.2: Complete and ongoing. By 2020, 100% of College of Pharmacy students, residents, and preceptors will be able to articulate and explain a consistent definition and application of the PPCP model. Accountable: Chair of Pharmacy Practice

Objective 4.1.3: Complete and ongoing. By 2020, identify value propositions of faculty members, students, and residents as practice extenders for integration into care delivery models that advance mutual goals. Accountable: Chair of Pharmacy Practice

Objective 4.1.4: By 2022, evaluate and document financial and health outcomes contributions of faculty and students in patient care settings. Accountable: Vice-chair of Pharmacy Practice for Experiential Education

Objective 4.1.5: In progress. By 2022, develop innovative, alternative practice models to address gaps in patient care and disseminate results. Accountable: Chair of Pharmacy Practice

Strategic Direction 4.2: Develop partnerships and strategic alliances with the practice community.

Objective 4.2.1: Complete and ongoing. By 2020, conduct an experiential education assessment to identify best practices, opportunities, and priorities for student and faculty placement to advance mutual goals. Accountable: Vice-Chair of Pharmacy Practice for Experiential Education

Objective 4.2.2: Complete and ongoing. By 2019, develop a plan to strategically and judiciously utilize regional sites by optimizing the role of contact preceptor/faculty. Accountable: Vice-Chair of Pharmacy Practice for Experiential Education

Objective 4.2.3: By 2021, identify innovative opportunities for collaboration to advance entrepreneurship and disseminate successes. Accountable: Dean

Strategic Direction 4.3: Promote discovery-based research that enhances health outcomes.

Objective 4.3.1: In progress. By 2023, identify opportunities that will translate discovery research to patient care in pharmacy practice. Potential strategies and actions follow. Accountable: Associate Dean for Research

Objective 4.3.2: By 2022, identify and create strategic partnerships to promote and disseminate discovery-based social and administrative sciences research. Accountable: Associate Dean for Research

Critical Issue 5: How do we promote and expand the research and scholarship enterprise?

Strategic Direction 5.1: Enhance research infrastructure to advance the research enterprise and attract high-quality faculty and students.

Objective 5.1.1: Complete and ongoing. By 2018, increase awareness and use of the internal grant review mechanism for constructive review of all grants pre-submission. Accountable: Associate Dean for Research

Objective 5.1.2: In progress. By 2023, submit one or more federal training grants. Accountable: Associate Dean for Research

Strategic Direction 5.2: Develop external collaborations, partnerships, and strategic alliances to advance the research agenda.

Objective 5.2.1: Complete and ongoing. By 2021, increase external engagement to yield at least one collaborative project with Georgia Clinical and Translational Science Alliance members. Accountable: Associate Dean for Research

Objective 5.2.2: Complete and ongoing. By 2019, increase external engagement to yield at least one collaborative project within the Mercer Health Sciences Center (HSC). Accountable: Associate Dean for Research

Objective 5.2.3: Complete. By 2023, submit at least one application with external collaborators as multiple principal investigators. Accountable: Associate Dean for Research

Objective 5.2.4: In progress. By 2023, appoint an external scientific advisory board in order to advance our research agenda. Accountable: Dean

Strategic Direction 5.3: Foster and develop faculty for maximum productivity in research and scholarship.

Objective 5.3.1: In progress. By 2022 deliver to faculty members with little research training a curriculum of research training, enrichment and professional development modules on research design, data analysis, grant-writing, protocol development, manuscript-writing, publication/dissemination strategies and safety training. Accountable: Associate Dean for Research

Strategic Direction 5.4: Grow current and future graduate programs and research/scholarship opportunities for all students.

Objective 5.4.1: In progress. By 2023, increase faculty and student engagement in the summer research program to ten Pharm.D. Accountable: Associate Dean for Research

Objective 5.4.2: In progress. By 2023, increase faculty participation in research elective courses to seven faculty members per year. Accountable: Chair of Pharmaceutical Sciences and Chair of Pharmacy Practice

Objective 5.4.3: Complete. By 2021, conduct a feasibility analysis for starting a graduate program in Pharmacoeconomics and Health Outcomes. Accountable: Director of Center for Clinical Outcomes, Research, and Education

Objective 5.4.4: Complete. By 2020, conduct a feasibility analysis of self-funded M.S. programs, such as in pharmaceutical sciences. Accountable: Chair of Pharmaceutical Sciences

Strategic Direction 5.5: Establish and develop viable College of Pharmacy-based centers of research excellence.

Objective 5.5.1: Complete and ongoing. By 2019, complete evaluation of the current guidelines for research centers to assess viability and effectiveness in alignment with broader Mercer University objectives and guidelines. Accountable: Associate Dean for Research

Objective 5.5.2: Complete and ongoing. By 2021, increase brand recognition of the research centers through interdisciplinary collaborations and dissemination of findings. Accountable: Director of the Center for Drug Delivery Research

Strategic Direction 5.6: Increase external funding for research and scholarship.

Objective 5.6.1: In progress. By 2023, total competitive annual extramural funding received will be at least \$1 million. Total extramurally funded annual expenditures will

be at least \$1 million. Total annual research expenditures from all sources, internal and external, will be at least \$3 million. Accountable: Associate Dean for Research.

Objective 5.6.2: In progress. By 2023, internal funding of faculty research from College and University seed grants will exceed \$50,000 per year. Accountable: Associate Dean for Research

Objective 5.6.3: Complete and ongoing. By 2020, if not currently funded by external research grants, all research-intensive faculty members (50% or greater effort allocation) will submit at least two grant applications per year, one of which should be as a principal investigator. Accountable: Chair of Pharmaceutical Sciences and Chair of Pharmacy Practice

Strategic Direction 5.7: Increase dissemination of creative, original research through conferences and scholarly publications.

Objective 5.7.1: In progress. By 2022, each non-tenure track faculty member will publish on average at least one peer reviewed paper per year as first or senior author. Accountable: Chair of Pharmacy Practice and Chair of Pharmaceutical Sciences

Objective 5.7.2: Complete. By 2021, each research-intensive faculty member will publish on average at least two peer reviewed papers per year as first or senior author, at least one of which shall be a primary research paper that is published in a well-regarded journal in the respective field. Accountable: Chair of Pharmaceutical Sciences and Chair of Pharmacy Practice

Objective 5.7.3: In progress. By 2021, develop a method to assess the contribution of collaborative, co-authored peer reviewed publications to support collaborative research and scholarship. Accountable: Dean

Objective 5.7.4: In progress. By 2021 implement a comprehensive communication plan to increase local and national awareness of research conducted at the College. Accountable: Director of Communications and Marketing