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## COLLEGE OF PHARMACY

### **Strategic Plan** **Approved by the Faculty, March 2018** **Updated and Approved by the Faculty, August 1, 2023**

**Differential Advantage:** Located in the vibrant Atlanta metropolitan area, Mercer University College of Pharmacy is one of the most diverse pharmacy schools in the nation. We offer students a robust educational experience through an expansive network of healthcare providers. With a legacy of caring for more than a century, we prepare our students to lead the pharmacy profession and face the future challenges of a dynamic healthcare environment.

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**Vision: Empower ourselves and others to cultivate passion to enrich health and improve lives.**

***Indicators of Success:***

- Graduates who are preferentially sought after by employers.
- Partnerships that expand our influence in the health of our communities, both domestic and international.
- The College is viewed as a resource to change the practice of pharmacy and improve health.
- Our research solves problems, reaches commercial success, and is cited in publications.
- An active alumni network of professionally diverse leaders who give back to the College in service and education.
- Diverse faculty and students.
- Leadership in healthcare innovation.
- Distinguished faculty recognized as leaders in healthcare.
- A high-quality applicant pool seeking a Mercer education because of its reputation.
- Students and faculty in leadership positions who have been recognized at national and international levels.
- A culture of inclusiveness and caring that is emulated by other universities.
- Students who are empowered to address the gaps they see in the healthcare industry.

**Mission: Mercer University College of Pharmacy advances health through innovations in teaching, research, patient-centered care, and service.**

***Critical Factors for Success:***

- Advocate for the optimal care of our patients.
- Attract, recruit and retain the highest quality students, faculty, and staff.
- Establish partnerships, collaborations, and strategic alliances.

- Create and deliver an engaging and relevant curriculum in accordance with best practices.
  - Acquire appropriate resources, support, and state-of-the-art facilities and equipment.
  - Conduct and disseminate cutting edge research that addresses real-world problems.
  - Provide leadership and service to the community and the profession.
  - Grow student enrollment, progression, licensure, and placement of choice.
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**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: Associate 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: Complete and ongoing.** By 2022, 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 and ongoing.** 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: Complete.** By 2022, 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 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: Associate Dean for Student Affairs

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

**Objective 1.4.7: In progress.** By 2023, 75% of students will be engaged (i.e., committee membership, committee chair, elected leader, etc.) in a student organization. Accountable: Associate 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: Complete and ongoing.** 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: Complete.** 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: Complete and ongoing.** 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

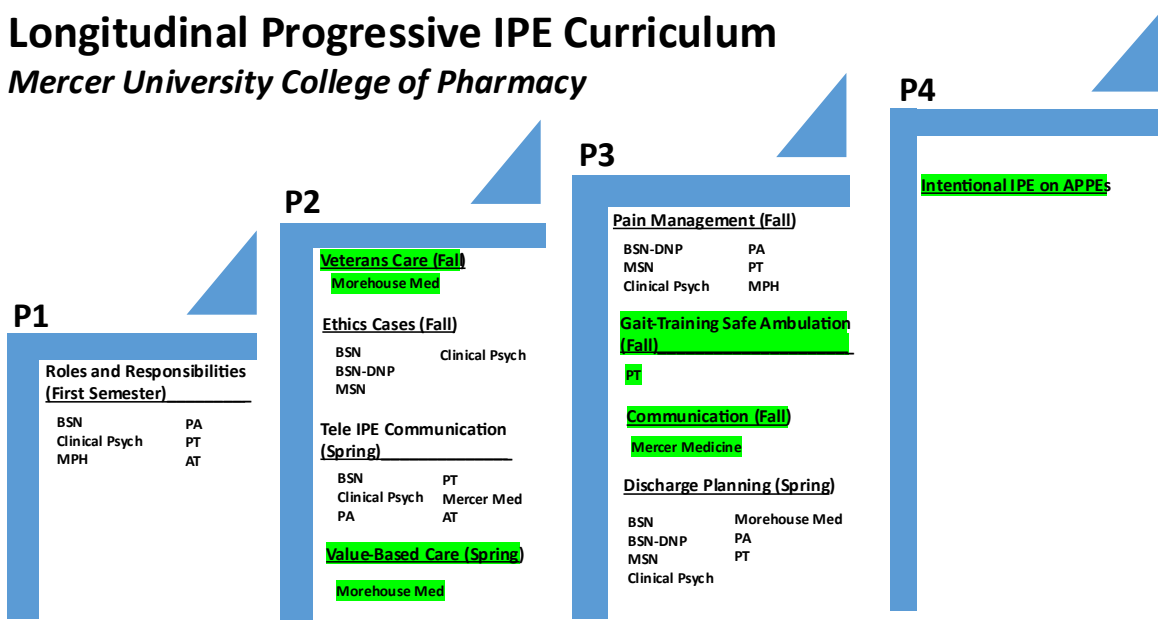
student success outcomes with active learning pedagogies. Accountable: Director of the College of Pharmacy Center for Advancement of Teaching and Learning

**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, increase 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 and keep content contemporary. Accountable: Chair of Curriculum Committee

## Longitudinal Progressive IPE Curriculum Mercer University College of Pharmacy



**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. Accountable: 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: In progress.** By 2023, evaluate and document financial and health outcomes contributions of faculty and students in patient care settings. Accountable: Director of Assessment

**Objective 4.1.5: Complete and ongoing.** 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: In progress.** By 2023, 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: Complete and ongoing.** 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: Complete and ongoing.** 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.** 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

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

**Objective 5.3.1: Complete and ongoing.** 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: Complete and ongoing.** 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: Complete.** 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: Complete.** 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: Complete.** 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 with 20% or greater effort allocated to scholarship will publish on average at least one peer-reviewed manuscript per year as first or senior author. Faculty members with less than 20% effort allocated to scholarship may publish peer-reviewed manuscripts at an average frequency to be determined through the annual performance review process. 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: Complete.** 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 2023 implement a comprehensive communication plan to increase local and national awareness of research conducted at the College.  
Accountable: Director of Communications and Marketing