



IMPACT 2018
A STRATEGIC VISION FOR
South Dakota State University®

College of
Pharmacy

Strategic Plan

July, 2013



A Strategic Vision for the College of Pharmacy

Mission

The mission of the College of Pharmacy is to prepare pharmacy graduates capable of providing high quality interprofessional, patient-centered and population-based pharmacist care to the people of South Dakota, the region, the nation, and the world. The College further seeks to advance societal well-being and the profession of pharmacy through graduate education, research, scholarship, and service.

Vision

To be a national leader in student-centered, patient-oriented, interprofessional pharmacy education and to be recognized by prospective students, pharmaceutical scientists, healthcare practitioners, alumni and the public for our commitment to the highest quality education, research/scholarship, and leadership in the profession of pharmacy.

Core Values

The College of Pharmacy embraces the educational philosophy and values of South Dakota State University and is committed to the following core values.

The College of Pharmacy:

- Strives for academic excellence through student-centered education and patient-focused care;
- Fosters an environment that instills professionalism, leadership, integrity, and the highest ethical behavior;
- Facilitates continuing professional development and life-long learning;
- Sustains a culture of cooperation and collaboration in education, research/scholarship and service;
- Promotes and recognizes excellence in research and scholarship through innovation in education and scientific advancement;
- Cultivates and demonstrates commitment to civic responsibility and service to the profession;
- Embraces diversity and treats all with dignity and respect;
- Ensures quality assurance and continuous quality improvement;
- Supports educational and scholarly maturation of faculty;
- Maintains fiscal and programmatic accountability.

Strategic Goals with Action Steps

Goal 1: Enhance the quality of the professional and graduate programs through engaged learning, a welcoming community and innovative teaching and learning environment.

- a. Recruit, attract and retain a high quality and diverse student body.
- b. Enhance learning through interprofessional education and innovative methods including the use of simulation, team-based learning, and other active learning methodologies.
- c. Increase interaction and collaboration among students and faculty to enhance learning, promote professionalism, and foster the development of an engaged and inclusive community.
- d. Strengthen aspects of contemporary community practice and emerging models of pharmacy care in the Doctor of Pharmacy curriculum.
- e. Assess outcomes of the Doctor of Pharmacy and PhD curriculums and implement curriculum change as needed to meet the evolving needs of the profession.
- f. Achieve optimal size of the PhD program.
- g. Develop and enhance pharmacy residencies and fellowships in South Dakota.
- h. Expand rural health initiatives/programs in underserved areas that enhance student learning.
- i. Explore, implement and assess dual-degree programs and specialty tracks within the Doctor of Pharmacy curriculum.

Goal 2: Recruit, develop and retain high quality faculty.

- a. Develop and implement a clinical track for promotion of pharmacy practice faculty.
- b. Assess and improve start-up packages and faculty salaries, and make market adjustments where necessary to produce parity with peer pharmacy colleges/schools.
- c. Develop a workload assessment instrument to improve the annual faculty review and planning processes by better measuring teaching, research/scholarship, practice/outreach and service.
- d. Promote a nurturing and positive culture for new faculty.
- e. Provide sufficient resources to support continuous professional development opportunities for faculty.

Goal 3: Conduct quality research and generate scholarship that contributes to economic development and advancement of societal wellbeing.

- a. Explore faculty appointments that support increased research and scholarship.
- b. Develop and maintain state-of-the-art instrumentation, facilities, and research space.
- c. Establish and maintain grant development and support infrastructure that facilitates the submission of grant proposals and increases funding success rates.
- d. Foster collaboration among faculty, students and other professionals to enhance research and scholarship.
- e. Develop a research plan and priorities to build upon College of Pharmacy research achievements.
- f. Support the translation of discoveries and best practices to practical solutions that improve health.

Goal 4: Enhance and expand the College's involvement in service and outreach.

- a. Implement innovative programs or approaches to continuing education for pharmacists that address current needs and anticipates change.
- b. Support and expand student and faculty involvement in local, state, national and international organizations.
- c. Foster collaborative health programs that address the needs of rural and underserved populations.
- d. Develop practice models, payer relationships and strategies for reimbursing pharmacists for services and disseminate this information through education, research and scholarship.
- e. Develop a strategy supporting the expanded roles of pharmacists to improve medication and health outcomes.

Goal 5: Maintain the infrastructure and resources necessary to support and develop high quality programs.

- a. Secure space, technology and other resources to meet the academic and research needs of the college.
- b. Identify and develop new revenue streams as well as assess current operations to assure efficiency and effectiveness in fulfilling the College of Pharmacy's mission.
- c. Develop a marketing strategy that enhances the national "brand identity" of the College of Pharmacy and creates additional funding opportunities.
- d. Engage stakeholders to advocate, attract, and sustain necessary public investments in the College of Pharmacy.
- e. Secure private and corporate investment to support the mission of the College of Pharmacy.

Performance Indicators

Goal 1: Enhance the quality of the professional and graduate programs through engaged learning, a welcoming community and innovative teaching and learning environment.

PERFORMANCE INDICATORS	BASELINE	2018 TARGET	RESPONSIBLE OFFICE (INDIVIDUAL)	DEFINITION/SOURCE
Percentage of students admitted to the professional program from diverse backgrounds	2.2%	5.0%	Assistant Dean	Diversity (race/ethnicity) definition per the American Association of Colleges of Pharmacy.
Products of the Scholarship of Teaching and Learning (i.e., papers, posters)	5	7	Associate Dean	The products must meet the SDSU definition of scholarship.
Implementation of a set of core competencies for interprofessional collaborative practice	Interprofessional practice core competencies not implemented or mapped to courses	Interprofessional practice core competencies implemented and mapped to courses	Associate Dean	College Curriculum Committee Mapping Project.
Dual degrees/certificates/advanced practice options for students	1	3	Dean/Associate Dean	Approved and active programs for pharmacy student enrollment.
PhD program enrollment	20	25	Department Head of Pharmaceutical Sciences/Coordinator of Research and Graduate Studies	PhD students for a full year.
Graduate students receiving competitive awards (travel, research, etc.) from national and international societies	2	4	Coordinator of Research and Graduate Studies	Department of Pharmaceutical Sciences Annual Report.
Graduate student presentations and publications	63	80	Coordinator of Research and Graduate Studies	Department of Pharmaceutical Sciences Annual Report.

Goal 2: Recruit, develop and retain high quality faculty.

PERFORMANCE INDICATORS	BASELINE	2018 TARGET	RESPONSIBLE OFFICE (INDIVIDUAL)	DEFINITION/SOURCE
Retention rate for high performing faculty	92% per year	95% per year	Dean, Department Heads	Retention rate is an average over the two most recent years.
Percentage of filled faculty positions	87%	95%	Dean, Department Heads	Positions filled at the beginning of the academic year.
AACP salary survey	Average salaries for all academic ranks below parity in comparison to peer colleges/schools	Salary parity with peer colleges/schools	Dean, Department Heads	Peer colleges/schools are like schools and predetermined by the College of Pharmacy.
AACP faculty survey – Faculty development component	Positively exceed peer institutions on 2 of 5 faculty development questions	Positively exceed peer institutions on all faculty development questions	Faculty Development Committee Chair and Department Heads	Peer colleges/schools are like schools and predetermined by the College of Pharmacy.

Goal 3: Conduct quality research and generate scholarship that contributes to economic development and advancement of societal wellbeing.

PERFORMANCE INDICATORS	BASELINE	2018 TARGET	RESPONSIBLE OFFICE (INDIVIDUAL)	DEFINITION/SOURCE
Research expenditures	\$745,667	\$2,015,000	Department Heads and Coordinator of Research and Graduate Studies	Total research expenditures from both industry and nonprofits.
Research expenditures per tenured/tenure track faculty FTE	\$57,359	\$155,000	Department Heads and Coordinator of Research and Graduate Studies	Total research expenditures from both industry and nonprofits.
Grant application success rate	16%	20%	Department Heads and Coordinator of Research and Graduate Studies	Success rate of grant proposals submitted to all sources.
Scholarly publications and presentations	85 Publications 54 Regional Presentations 69 National & International Presentations	100 Publications 60 Regional Presentations 80 National & International Presentations	Department Heads and Coordinator of Research and Graduate Studies	Scholarly publications and presentations must meet the SDSU definition of scholarship.
Invention disclosures and patent applications	6	8	Department Heads and Coordinator of Research and Graduate Studies	Invention disclosures and patent applications filed through the SDSU Technology Transfer Office.

Goal 4: Enhance and expand the College’s involvement in service and outreach.

PERFORMANCE INDICATORS	BASELINE	2018 TARGET	RESPONSIBLE OFFICE (INDIVIDUAL)	DEFINITION/SOURCE
Continuing education units provided	257.75	300	Continuing Education Program Coordinator	Annual Accreditation Council for Pharmacy Education CEU report.
Health screenings for the public	876	1,200	Department Head of Pharmacy Practice	Total number of health screenings provided during the fiscal year.
Innovative practice models involving students	2	4	Department Head of Pharmacy Practice	Student pharmacists must be active in the provision of innovative pharmacy care services.
Number of residency programs supported by the College of Pharmacy	6	8	Assistant Department Head of Pharmacy Practice	Support is defined as administrative support, faculty support, and/or providing the teaching certificate program.
Faculty service on grant study sections, editorial boards, and officers of state, national, and international societies and research organizations	13 Faculty on Grant Study Sections 18 Faculty on Editorial Boards 16 Faculty are society and organization officers	15 Faculty on Grant Study Sections 25 Faculty on Editorial Boards 20 Faculty are society and organization officers	Department Heads	Annual Department Reports.
Active collaborations and/or affiliation agreements	188	225	Dean	Active instructional and research agreements.

Goal 5: Maintain the infrastructure and resources necessary to support and develop high quality programs.

PERFORMANCE INDICATORS	BASELINE	2018 TARGET	RESPONSIBLE OFFICE (INDIVIDUAL)	DEFINITION/SOURCE
Professional program operating budget -Total -Per student FTE	\$6,564,475 \$20,578 per professional program student FTE	\$7,987,000 \$24,960 per professional program student FTE	Dean	Professional program budget is the total operating budget minus the research and PhD program budget.
AACP faculty survey – Infrastructure component	Positively exceed peer institutions on 8 of 11 infrastructure questions	Positively exceed peer institutions on all infrastructure questions	Dean, Department Heads	Peer colleges/schools are like schools and predetermined by the College of Pharmacy.
Endowed faculty positions	0	2	Dean, College Development Officer	Endowed faculty positions filled or available to be filled.
Deans Club membership	221	300	Dean, College Development Officer	Deans Club members contribute \$500 or more annually to the College of Pharmacy.