

## **Mission Statement**

To achieve excellence in our Pharm.D. and graduate programs through innovative education and leading-edge research.

We will achieve our mission by graduating outstanding future pharmacists and scientists who will improve human health, foster exemplary research, and provide sustaining contributions to Interprofessional patient care.

## **Vision**

A transformational leader in pharmacy education, clinical practice, and clinical and pharmaceutical research.

## **Core Values**

1. **Innovation:** We encourage innovations and ideas that advance the school's mission.
2. **Personal growth:** We pursue professional growth and personal development that drives excellence.
3. **Integrity and respect:** We demonstrate ethical behaviors, personal responsibility, and respect for others.
4. **Collaboration:** We embrace interprofessional and interdisciplinary collaboration in patient care, teaching, learning, and research.
5. **Inclusive excellence:** We promote an environment of engagement and inclusion that values the diversity and contributions of our students, staff, faculty, and administrators.

**Virginia Commonwealth University**  
**School of Pharmacy**  
**Strategic Plan Revised August 10, 2017**

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

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

**Quest Themes**

Theme I. Become a leader among national research universities in providing all students with high-quality learning/living experiences focused on inquiry, discovery and innovation in a global environment

Theme II. Attain distinction as a fully integrated urban, public research university through contributions in human health, research, scholarship and creative expression that advance knowledge and enhance the quality of life

Theme III. Become a national model for community engagement and regional impact

<p><b>Theme I</b></p> <p>Become a leader among national research universities in providing all students with high-quality learning/living experiences focused on inquiry, discovery and innovation in a global environment</p>
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**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 and diverse faculty to advance the School's mission.

Action Steps:

1. Develop best practices to broaden the applicant pool for faculty recruitment.
2. Target faculty salaries to equal or exceed the AACP 50<sup>th</sup> percentile (KPI)
3. Offer competitive start-up packages.
4. Provide appropriate resources for faculty development.
5. Provide training in recruitment inclusive excellence (e.g., unconscious bias training) for faculty and staff search committees.

M.O. I. 1.2 Recruit and retain the highest quality and diverse staff to advance the School's mission.

Action Steps:

1. Target staff salaries to more than the VCU median of salaries for staff.
2. Provide appropriate resources for training and development opportunities for staff positions.
3. Support the VCU Staff Senate and VCU School of Pharmacy Staff Committee to promote communication and professional development.
4. Regularly assess staff diversity (e.g., yearly or biannually).

## Goal 2

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

M.O. I. 2.1 Recruit and retain a sufficient number of talented and diverse Pharm.D. students.

Action Steps:

1. Assess resources in the Office of Admissions and Student Services for recruitment of Pharm.D. students.
2. Continue participation in the University's summer enrichment program.
3. Establish yearly enrollment projections given the nationwide decline in pharmacy school applications.
4. Develop a successful recruitment strategy to attract highly qualified students from VCU, across the commonwealth, and around the country.
5. Develop a strategy such that the 4-year attrition rate for Pharm.D. students is less than 5% (KPI)
6. Increase the number of endowed scholarships for Pharm.D. students.
7. Continue to expand and improve the School's social media presence for Pharm.D. students.

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. Actively recruit highly qualified VCU, U.S. and international students.
3. Each year, evaluate graduate student stipends and support to ensure that they are nationally competitive.
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. Provide appropriate funding to encourage Pharm.D. students to enroll in the sequential Pharm.D./Ph.D. or post-graduation Ph.D. programs.
7. Continue to expand and improve the School's social media presence for graduate education.

### Goal 3

#### **Provide students a quality education through rigorous and innovative academic programs that prepare students for careers in a 21<sup>st</sup> century healthcare environment.**

M.O. I.3.1 Maintain a curriculum that exceeds ACPE 2016 curricular standards and prepares students for a successful pharmacy career.

Action Steps:

1. Map and revise the curriculum to exceed ACPE standards.
2. Develop a plan to integrate the mentoring and advising program and co-curricular requirements to meet ACPE Standards 3 and 4.
3. Develop a strategy to increase students in IPPEs and APPEs at satellite campuses.
4. Exceed the national NAPLEX pass rate for first time takers by 5% yearly (KPI)
5. Create a plan such that 90% of graduates seeking pharmacy jobs are employed within 6 months yearly (KPI)
6. Devise a strategy such that 80% of students who seek residencies obtain a residency each year (KPI)

M.O. I.3.2 Evaluate innovative interprofessional education offerings that meet ACPE standards.

Action Steps:

1. Work collaboratively with the Center for Interprofessional Education (IPE) and Collaborative Care (CIECC) to develop IPE experiences.
2. Engage the MCV campus schools in discussions to develop IPE patient simulations.

M.O. I.3.3 Optimize the role of satellite campuses in achieving the School's mission.

Action Steps:

1. Fully utilize the IPPE and APPE capacity at INOVA and UVa satellite campuses.
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 Expand the use of active learning and online learning to enhance student engagement and learning.

Action Steps:

1. Deliver faculty Lunch and Learn sessions on active learning techniques and online learning.
2. Provide a forum for faculty to share their experiences with active learning and online learning with colleagues.

M.O. I.3.5 Ensure the adequacy and quality of space and academic technology resources to facilitate learner-centered teaching.

Action Steps:

1. Assess the availability of teaching facilities to meet educational needs of Pharm.D. and graduate students.
2. Assess space needs and plan for learning spaces.

3. Recommend alterations in teaching facilities as appropriate to meet the educational needs.
4. Request that future renovations of large classrooms used by pharmacy students in Sanger Hall support the use of laptops, small group learning, and intercampus video conferencing.

M.O. I.3.6 Review graduate 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. 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.).
6. Conduct an internal self-study and then external review process.
7. Offer a Pharmaceutical Engineering Ph.D. degree program (Target Fall 2018 admission) (KPI)

#### 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. Implement the use of HireVCURams by student organizations and the mentoring and advising program to track co-curricular activities and student professionalization.
2. Establish evaluation guidelines and criteria for portfolios in HireVCURams.

M.O. I.4.2 Support professional and graduate student organizations to expand co-curricular and leadership opportunities.

Action Steps:

1. Enhance marketing of student opportunities in underserved and global outreach programs.
2. Provide and publicize financial support for students to participate in national meetings and other activities.

3. Continue to provide support for interested graduate students and post-docs to participate in the VCU BEST program.

## **Theme II**

Attain distinction as a fully integrated urban, public research university through contributions in human health, research, scholarship and creative expression that advance knowledge and enhance the quality of life

### **Goal 1**

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

- M.O. II.1.1 Increase the average number of peer-reviewed journal publications by T&R faculty. (KPI)
- M.O. II.1.2 Increase the school's ranking for NIH funding. (KPI)
- M.O. II.1.3 Increase the number of faculty who apply for internal funding (e.g., CCTR 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 Association, etc.)
- M.O. II.1.4 Develop a plan to identify 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. (KPI)
- 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 the faculty member to improve the quality of grant applications.
- M.O. II.1.8 Fully utilize the Scholarship and Research Committee (SARC) to enhance the quality of research proposals.
- M.O. II.1.9 Secure funding (e.g., HEETF, outside funding) to acquire state-of-the-art research equipment.

### **Goal 2**

#### **Increase and diversify the School's sponsored research.**

- M.O. II.2.1 Evaluate the research portfolio of the School and devise a plan for enhancement.  
Action Steps:
  1. Create a plan to expand collaborative research (e.g., Virginia Drug Development Consortium, VCU iCubed initiative).

2. Increase faculty participation in multidisciplinary centers and institutes, such as the Massey Cancer Center, CCTR, and the Institute for Structural Biology Drug Discovery and Development (ISB3D).
- M.O. II.2.2 Continue to support the mission of the School's Institutes and Centers.
- M.O. II.2.3 Increase publications and our national/international presentations at meetings.
- Action Steps:
1. Provide seed monies for faculty travel and publication costs.
  2. Fully utilize mechanisms for faculty to share news of their accomplishments, for publicity purposes, with the public relations office.
- M.O. II.2.4 Develop the research infrastructure of the Center for Pharmacy Practice Innovation (CPPI) to enhance its competitiveness in securing intramural and extramural funding.
- Action Steps:
1. Establish a network of practice partners as a first step toward developing a practice-based research network in Virginia.
  2. Create a monthly seminar series to stimulate scholarly discussion and foster collaboration among clinical faculty, researchers, and external partners.
  3. Develop a feasibility grant program to provide funding for research that will demonstrate proof-of-concept, feasibility, implementation, or validation of novel pharmacy practice models.
  4. Facilitate the identification and dissemination of research funding opportunities offered by federal, state, and local agencies as well as foundations.
  5. Establish a core resource, data analysis facility, for the integration of clinical outcome measures from electronic medical records with pharmacists' intervention records.
  6. Map out a strategic plan and a business model for achieving the mission of the Center. This includes identifying:
    - a. Primary customers and partners of the CPPI
    - b. Initiatives that provide value propositions that cannot be easily duplicated by competing options
    - c. Revenue models that cover the costs of the CPPI
    - d. Additional needed resources and competencies
- M.O. II.2.5 Develop a plan for the Center for Compounding Practice and Research (CCPR) to identify opportunities and resources to expand collaborative teaching and research.
- Action Steps:
1. Secure funding (e.g., inside and outside funding) to acquire state-of-the-art research equipment.
  2. Establish a laboratory for testing formulations for accuracy to at least the minimum USP standards.
  3. Serve as a core reference laboratory for compounded drug stability, sterility, potency and end of use dating.

4. Develop and conduct compounding research to improve the safety and efficiency of the medication use system.
5. Initiate and support interdisciplinary collaborative research initiatives pursuing the most appropriate use of pharmaceuticals and identifying the most effective modes of medication administration.
6. Create interactive training modules for remote learning to complement the hands-on training sessions to develop and enhance the knowledge and skill set of students, clinicians and researchers.
7. Ensure faculty, staff and other resources are appropriate to achieve our goals, required work and future endeavors of the CCPR.
8. Commit to educational excellence, making quality contributions to research, engaging the community and creating university/community partnerships to ensure positive patient outcomes through the provision of standards for pharmaceutical care; the preparation, labeling and distribution of sterile pharmaceuticals by pharmacies; and product quality and characteristics.

M.O. II.2.6 Develop formal proposal to establish a program in Pharmaceutical Engineering at VCU.

Action Steps:

1. Draft a proposal for a new Pharmaceutical Engineering Program and obtain VCU BOV approval
2. Submit VCU BOV approved Pharmaceutical Engineering Program proposal to SCHEV for review and approval
3. Through joint agreement of the Deans of the School of Pharmacy and School of Engineering establish the Center for Pharmaceutical Engineering at VCU (KPI)
4. Fill two new FTE lines with junior faculty to support the educational mission of the Pharmaceutical Engineering Program
5. Draft curricular materials including course syllabi and lecture content to support launch of Pharmaceutical Engineering Program once SCHEV approval obtained. Targeting first student admissions in Fall 2018.

### 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 Increase extramural funding to maintain graduate student quality as well as the number of graduate students enrolled in the program.

Action Steps.

1. Develop, maintain and make available a list of funding opportunities for graduate students and graduate student research.
2. Offer incentives to graduate students and advisors applying for training grants.



3. Provide critical feedback on graduate student training grant applications (individual and institutional) and research grants that support graduate students.
- M.O. II.3.2 Increase opportunities for students to explore graduate degrees or careers in research.
- Action Steps:
1. Expand summer fellowships enrollment.
  2. Promote existing non-School of Pharmacy summer fellowships for undergraduate students interested in graduate programs.
  3. Promote research opportunities for undergraduate students (e.g., independent or honors research) and postbaccalaureate students (e.g., internships) during the academic year.
- M.O. II.3.3 Increase faculty participation in research electives for P3 students.
- Action Step:
- 1) Incentivize by emphasizing research electives in FARES.
- M.O. II.3.4 Formalize post-doctoral training programs congruent with NIH and University policies and procedures.
- Action Steps:
1. Provide oversight from the Office of Research and Graduate Studies.
  2. Encourage post-doctoral trainees to enroll in the Preparing Future Faculty Program and other development opportunities at the university.
  3. Institute career development plans for all post-doctoral trainees.
  4. Provide mentoring training and support.
- M.O. II.3.5 Improve reward system for postdoctoral researchers.
- Action Steps:
1. Offer travel awards for post-doctoral trainees to present research results at national and international scientific conferences.
  2. Provide critical feedback on post-doctoral training grant applications (individual and institutional) and research grants that support post-doctoral scholars.

#### **Goal 4**

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

- M.O. II.4.1 Faculty and staff are fully informed about intellectual property/tech transfer.
- Action Step
1. Provide opportunities for faculty to learn about VCU Tech Transfer
  2. Include information about VCU Tech Transfer in new faculty orientation.
- M.O. II.4.2 Facilitate and enhance/expand partnerships with industry for intellectual property development.
- Action Steps:
1. Increase visibility of the School's intellectual property.

2. Explore and publicize methods to reduce barriers to industry funding such as VCU indirect costs.

## Goal 5

### **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. II.5.1 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. II.5.2 The Curriculum Committee will conduct an environmental scan of innovation in health care delivery systems related to pharmacy practice at least annually and recommend curricular revisions.
- M.O. II.5.3 Develop elective coursework to help prepare Pharm.D. students for careers in the pharmaceutical industry.
- M.O. II.5.4 Encourage interested students to participate in pharmaceutical industry electives and experiential opportunities.
- M.O. II.5.5 Course coordinators will annually evaluate topics in their courses with respect to changes in therapy and practice.

## Goal 6

### **Increase interdisciplinary/interprofessional practice and teaching focused in areas of health outcomes.**

- M.O. II.6.1 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 (e.g., VCU iCubed initiative).
  2. Develop the Richmond Health & Wellness program as a key opportunity for Interprofessional practice and research.
- M.O. II.6.2 Participate with the CIECC.  
Action Steps:
1. Serve as faculty resources in the development and facilitation of IPEC courses.
  2. Participate in faculty development opportunities sponsored by CIECC.
- M.O. II.6.3 Advance pharmacy practice innovation in Virginia through the Center for Pharmacy Practice Innovation  
Action Step:
1. Develop, implement, and evaluate innovative and sustainable care models that incorporate pharmacists and other health care professionals to optimize medication-related patient health outcomes.
  2. Offer education and training programs to equip pharmacists with the knowledge, skills and abilities to engage in interprofessional, collaborative care.
  3. Partner with clinicians, health systems, policymakers, and payers to advance

- medication and health policies at the local, state, and national level
4. Explore the feasibility of a disease state management program for state employees.
  5. Enhance practice efforts in precision medicine as it relates to pharmacist provided care.
  6. Conduct a follow up innovation summit.

## **Goal 7**

### **Enhance faculty involvement in the Center for Clinical and Translational Research (CCTR)**

M.O. II.7.1 All faculty are informed of opportunities with CCTR to enhance research.

M.O. II.7.2 Increase faculty involvement in the CCTR.

Action Steps:

1. Determine what the School of Pharmacy can do to more fully engage in CCTR activities.
2. Invite the director of the CCTR to discuss opportunities for School faculty and graduate students on a regular basis.

## **Goal 8**

### **Advance the practice of pharmacy by providing CE and training to pharmacists and technician in select high-impact areas.**

M.O. II.8.1 To restore the CE program to full accreditation status.

M.O. II.8.2 Provide high quality continuing education programs for pharmacists and pharmacy technicians related to practice innovation and compounding.

M.O. II.8.3 Partner with other pharmacy technician training providers to offer technician certification.

## **Theme III**

Become a national model for community engagement and regional impact

## **Goal 1**

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

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

M.O. III.1.2 Identify the extent and nature of the School's current involvement in community engagement and service learning.

Action Step:

1. Collect data to document the quality and extent of community engagement with a goal that 50% of faculty and staff will submit leave time for community service activities. (KPI)
2. Evaluate data and trends in community engagement participation.
3. Quantify and evaluate the number of externally-funded projects in community-engagement and community-based participatory research.
4. Evaluate the impact of community engagement and community-based participatory research.

## Goal 2

### **Sustain university-community partnerships with a focus on access to health care in underserved populations.**

- M.O. III.2.1 Increase faculty and student participation in community partnerships that focus on health care, e.g., Center for Healthy Hearts, Crossover Clinic, Daily Planet, East Richmond Initiative, iCubed, Richmond Health & Wellness, etc.
- M.O. III.2.2 Increase faculty and student involvement in outreach programs outside of Richmond (i.e., HOMBRE, RAM, CARITAS, MoM).

### **Theme IV**

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

## Goal 2

### **Improve buildings and research facilities in order to provide students quality research training that prepares them for careers in a 21<sup>st</sup> century academic, government or industry research environment.**

- M.O. IV.2.1 Renovate existing research space to improve functionality, quality, and safety

Action Steps:

1. Compile a prioritized list of research facility improvement needs.
  2. Request funding to make the necessary laboratory improvements.
- M.O. IV.2.2 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. Assess facilities for appropriate and safe working conditions and environment.
  2. Initiate continued systematic renovation of School research space.

### 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. IV.3.1 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.
- M.O. IV.3.2 Create an online policy and procedure manual for all School policies and procedures.
- M.O. IV.3.3 Ensure all School policies are congruent with University policies.
- M.O. IV.3.4 Develop a tracking system for finance, human resources, and other service requests to the business office to verify requests are completed.
- M.O. IV.3.5 University policies and procedures for recruitment, retention, and professional development will be followed.
- Action Steps:
1. Develop policies/procedures and best practices for search committees, on-boarding and off-boarding.
  2. Develop policies and procedures for hiring personnel requiring international visas.
- M.O. IV.3.6 Implement and support University-wide Finance and HR initiatives (Budget Redesign, HR Redesign, Cascading Goals, etc).
- M.O. IV.3.7 Maintain and expand technical skills through professional development.

### Goal 4

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

M.O. IV.4.1 Improve the tracking of current and past post-doctoral residents and fellows, including contact information and employment status.

Action Step:

1. All student information is uploaded from Banner into RADAR, the university's development database, upon graduation.
2. The development office coordinates collecting contact information in the Fall following graduation
3. Make optimal use of the VCU repository with contact information for all alumni including the School of Pharmacy called RADAR.
4. Develop a procedure for each department to provide information on all current and past post-doctoral trainees at the time of hire and departure from the university.

M.O. IV.4.5 Increase alumni participation in annual giving to 12% (KPI)

M.O. IV.4.6 Secure more than \$1.5 million in private funds received as gifts or pledges (KPI)

## **Goal 5**

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

M.O. IV.5.1 Faculty, staff, and students will be requested to reuse items and recycle paper, electronic items, and conserve resources.