

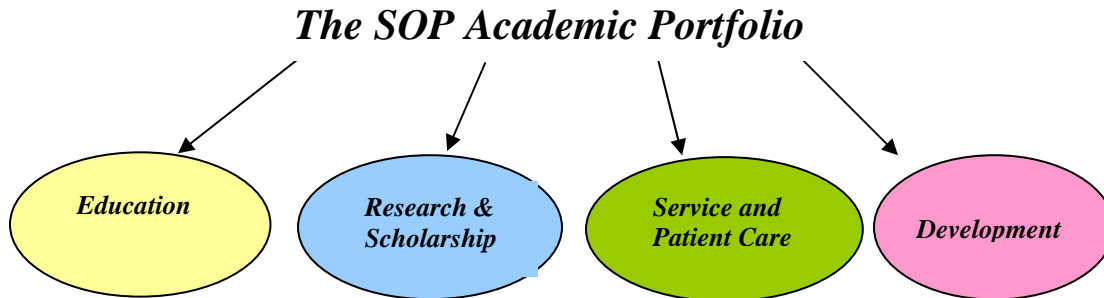


West Virginia University
School of Pharmacy
Strategic Plan 2007-10

The WVU School of Pharmacy (SOP) comprehensive strategic plan will guide the School during the period 2007-10. This plan will:

1. Serve as a compass and provide direction to the activities in the School.
2. Challenge the faculty, staff and students to achieve excellence.
3. Provide a dynamic and a living document that will be reviewed and updated on a regular basis to take advantage of new opportunities.
4. Document indicators/benchmarks of progress.
5. Guide the SOP in its role as a leader in the profession of pharmacy and the biomedical sciences, and to enhance the health of the people of West Virginia.

The strategic plan focuses on four key programmatic areas:



We will manage our school in a comprehensive portfolio approach with people, programs, resources, and revenues in each part of the portfolio. In addition to the four key programmatic areas of (1) education; (2) research and scholarship; (3) service and patient care; and (4) development the strategic plan also defines goals, objectives and strategies for (5) students; (6) faculty and staff; (7) and administration and organization of the School. Strategies to achieve the School's goals and objectives in the 2007-10 timeframe are included in the tables that follow in Appendix A.

Mission Statement

The mission of the WVU School of Pharmacy is to improve the health and well-being of West Virginians and society at large by educating students and practitioners to provide patient care that ensures optimal drug therapy outcomes; conducting vital research that advances scientific

knowledge, pharmacy practice, and economic development; and providing direct and supportive services to patients, the community, and the profession.

Vision Statement

The West Virginia University School of Pharmacy will be one of the Top 25 Schools of Pharmacy in the country and recognized locally, nationally and internationally for innovation and excellence in pharmacy education, pharmaceutical and health-related research, and its contributions to advancing pharmacy practice. We will collaborate with other health care professionals to promote wellness; advocate disease prevention; design and implement safe, effective, and cost-efficient drug therapies; and improve the health of the people of West Virginia and beyond.

Core Values

The following values guide the School of Pharmacy's mission, vision, and planning:

- **Respect.** Demonstrate professional behavior in encounters with students, faculty, patients, other health care professionals, and the community.
- **Excellence.** Strive for excellence in teaching, service/patient care, research and scholarship.
- **Innovation.** Pursue new ideas and approaches to solving problems.
- **Integrity.** Foster truth, fairness, responsibility, and trust.
- **Diversity.** Value and respect differences among individuals. Seek to increase diverse interests at the School.
- **Communication.** Communicate clearly with each other and with our constituents.
- **Accountability** Demonstrate our productivity to each other, our institution, and the constituents we serve.
- **Nurturance.** Act with compassion; encourage and advance collegiality among the faculty, staff and students; provide support through a progressive and creative administrative team.

Goals & Objectives

Education Goal. The WVU School of Pharmacy will provide outstanding educational programs where students will develop as active learners and critical thinkers as they attain the knowledge, skills and values to provide patient care that ensures optimal drug therapy outcomes. The educational programs of the School will be progressive and will empower students to become leaders, innovators, and life-long learners who will serve as catalysts to advance pharmacy practice in a rapidly changing health care environment.

Objectives for Achieving Education Goals:

1. Provide a high quality Doctor of Pharmacy degree program with graduates who are prepared to provide patient-and and population-centered care; able to adapt to the changing demands of health care and pharmacy practice needs; and committed to lifelong learning.
2. Design an environment that assists faculty in developing innovative teaching and learning strategies; promotes integration among disciplines; encourages problem-solving and analytical/critical thinking; and utilizes advanced technology throughout the curriculum.
3. Provide a flexible curriculum that permits Doctor of Pharmacy students to pursue areas of professional interest and career options through certificate and other credentialing programs.
4. Enhance the existing School of Pharmacy Doctor of Philosophy program and its two tracks for growth and national recognition.
5. Develop innovative graduate education and post-doctoral training programs that contribute to the research initiatives of the School and enhance SOP residency programs for growth and national recognition.
6. Perform assessment of student learning and curricular effectiveness to facilitate the continual and optimal enhancement of the professional and graduate programs.

Research and Scholarship Goal. Research and scholarship conducted by the School will have a profound impact on pharmaceutical science and health care, leading to national and international recognition for excellence and innovation.

Objectives for Achieving Research Goals:

1. Increase federal and other sources of extramural research grant funding to reach the Top 35 by 2010.
2. Take a leadership role in advancing interdisciplinary and translational research that is consistent with the Health Sciences Center thematic research areas.
3. Achieve national recognition for excellence in health-related research and scholarship.
4. Develop a School-wide culture of research and scholarship that is integrated with the teaching and service missions of the School of Pharmacy.
5. Develop and implement an ongoing process of revenue generation to support the School of Pharmacy Strategic Research Plan.

Service and Patient Care Goal. Advance the pharmacy profession and improve the health of the people of the State and nation through direct and indirect service programs, involvement in professional organizations, and through consultation with health care professionals to design, develop, and implement safe, effective, and cost-efficient drug therapies.

Objectives for Achieving Service and Patient Care Goals:

1. Document the healthcare and supportive services provided by School of Pharmacy faculty to patients, students, health care professionals and the community and assess improvement in health and quality of life and value to those who benefit from those services.
2. Advance the service and patient care interests of the School, University, profession, and scientific community through the involvement of faculty in community engaged service, and professional and scientific organizations at the state and national levels.
3. Develop and actively participate in local, regional, and statewide public policy and public health initiatives that foster safe and effective medication therapy, health promotion and disease prevention, access to health services, and emergency preparedness.
4. Advance pharmacy education and practice within the state.

Development Goal. The School will build alumni loyalty and create scholarships, endowed chairs, and professorships to foster an invested faculty, enhance revenues, and gain greater financial security. The School will develop programs to facilitate external communications and promote the reputation of the School, the Health Sciences Center and the University.

Objectives for Achieving Development Goals:

1. Create an ongoing process of revenue generation through portfolio management to support the School of Pharmacy Strategic Plan (federal and extramural research grant funding; entrepreneurial activities; foundation revenues, etc.)
2. Design development activities for alumni, donors, friends and other constituents to enhance relationships and establish a tradition of giving time and talent.
3. Expand outreach and build productive relationships with alumni, legislators, and other constituents.
4. Establish partnerships, collaborations and strategic alliances to advance the mission of the School.

Students Goals. Attract outstanding students to the program who will become recognized as dedicated health care professionals.

Objectives for Achieving Student Goals:

1. Become the preferred choice of students seeking admission to schools of pharmacy.
2. Graduate practitioners who are known for excellence in the profession.
3. Develop Student Service programs and support systems to enhance student retention and program completion.
4. Develop leaders for the profession of pharmacy, in the pharmaceutical sciences, and in academia.

Faculty and Staff Goals: The community of faculty and staff in the School will enthusiastically advance the mission and goals of the School, the Health Sciences Center, and the University.

Objectives for Achieving Faculty and Staff Goals:

1. Develop, reward, retain, and promote outstanding faculty, staff, and administrators committed to the mission and vision of the School.
2. Develop supportive staff, faculty, administrators, pharmacists, and other colleagues who are committed to excellence with emphases on innovation, collaboration, productivity, and career development.
3. Recruit and retain faculty members who are outstanding teachers and researchers knowledgeable about their profession, and dedicated to its continuous advancement.
4. Develop an environment that encourages and advances collegiality among the faculty, staff, and students.
5. Develop, encourage, and nurture administrative leaders for pharmacy education.

Administration and Organization Goals. The administrative and organizational structure of the School will provide outstanding service to all constituencies, facilitate internal and external communications, promote faculty and staff development, encourage shared governance, and ensure financial integrity.

Objectives for Achieving Faculty and Staff Goals:

1. Create a School-wide culture where faculty members embrace curricular and programmatic assessment to evaluate achievement of the mission, goals and objectives of the School.
2. Develop a plan (timelines and processes) for ACPE re-accreditation in 2010.
3. Ensure the appropriate administrative infrastructure is in place for all administrative units of the school; assess as required.
4. Enhance the public's and other health professionals' knowledge of the School and its programs, services, activities, and accomplishments.
5. Think and act strategically. Be constantly sensitive to changes in the profession, practice, and other areas.
6. Ensure financial resources are sufficient to meet the program's overall goals and initiatives.

Education Goal. The School of Pharmacy will provide outstanding educational programs where students will develop as active learners and critical thinkers as they attain the knowledge, skills, and values to provide patient centered care that ensures optimal drug therapy outcomes. The educational programs of the School will be progressive and will empower students to become leaders, innovators, and life-long learners who will serve as catalysts to advance pharmacy practice in a rapidly changing health care environment.

	Education Objective	Strategy	Timeline	Metric	Person(s) Responsible
1	Provide a high quality Doctor of Pharmacy degree program with graduates who are prepared to provide patient-centered care; able to adapt to the changing demands of health care and pharmacy practice needs; and committed to life-long learning.	Update the School's educational outcomes (EOs) on a regular basis to ensure the EOs reflect national standards, guidelines, and recommendations, as well as School educational goals and objectives.	Yearly review	-Written report provided to the faculty.	Educational Outcomes Assessment Committee
		Participate actively in the AACP Curricular Reform Project and revise the curriculum as necessary to achieve goals.			
		Evaluate the quality of professional curriculum courses taught by faculty in departments outside of the School of Pharmacy.	2007-08	-Meeting conducted with course instructors outside of SOP; class observations conducted if needed written report to the faculty.	Curriculum Committee, Educational Outcomes Assessment Committee
		Provide progressive introductory pharmacy practice experiences that allow WVU students to achieve greater preparedness and success in the advanced pharmacy practice experiences.	2007-08 2008-09 2009-10	-Complete design of IPPE program. -Provide written report to faculty, including number of hours of IPPE experiences. -Evaluation of student preparation for APPEs.	Experiential Education Committee and Curriculum Committee; Director of IPPE and Associate Dean for Academic Affairs
		Assess the adequacy of prerequisite coursework to ensure students matriculate with the essential knowledge to be successful in the professional program.			
		Utilize the ideas, expertise, and assistance of advanced students, residents and graduate assistants to a greater extent to help meet curricular objectives and to enhance learning opportunities for more junior students.	2007-08 2008-09	-Track number of teaching rotation students and number of students completing teaching elective courses. -Create paid teaching facilitator positions -Develop a standard syllabus for teaching rotations. -Create new teaching elective course.	Associate Dean for Academic Affairs; Curriculum Committee
		Develop and implement a plan for preceptor development including: recruitment, retention, education, and recognition. Conduct regional preceptor development programs.	2007-08	-Conduct an assessment of preceptor development status. -Increase visits to preceptors (IPPE and	Dean; Office of Experiential Education; Office of Continuing

				APPE). -Conduct a joint preceptor development conference with University of Charleston and key preceptors. -Measure decrease in preceptor turnover. -Conduct preceptor surveys.	Education
		Identify and recruit pharmacy practitioners (e.g. recent graduates) who would serve as excellent role models for students and facilitate their teaching in the didactic (including PCL labs) and experiential portions of the curriculum.	2007-08	-Identify curricular needs and form a pool of excellent practitioners to serve as course instructors. -Track number and quality of teaching done by these individuals.	Associate Dean for Academic Affairs and Assistant Dean for Student Services and Alumni Affairs
		Incorporate the skills needed for CPD and life-long learning into the curriculum.			
		Develop a program in the Eastern Division similar to the Pharmacy Southern Experiential Learning Program (PSEL) program.			
		Develop the My First Patient program to emphasize the importance of health promotion and disease prevention.			
		Create a Health Education Center that provides professional students with opportunities to practice the skills needed to provide innovative patient care.	2007-08 2008-09	-Hire HEC Director. -Open HEC Center.	HEC Search Committee Executive Council
		Assess the adequacy of small group/case based learning activities; modify as needed.			
		Ensure that graduates are able to provide medication therapy management.	2007-2009	Coursework added to the curriculum.	Curriculum Committee
		Increase the amount of interdisciplinary learning opportunities for SOP students (e.g. guest speakers, interdisciplinary courses).			
		Investigate requiring all students complete a foreign language prerequisite; implement if deemed appropriate.			
		Investigate having all Pharm.D. students complete a research experience/course as a condition of graduation.			
		Working in concert with the Career Pathways Program, develop a Career Roundtables to provide students with opportunities to learn about the variety of career options offered by the profession of pharmacy.	2007-08	-Roundtables scheduled and assessed. -Develop plan for 2008-09.	Office of Student Services
		Ensure patient safety/medication error reductions is a key component of the curriculum.			
		Develop new experiences for students to broaden their appreciation of cultural diversity through programs and invited speakers.			

2	Design an environment that assists faculty in developing innovative teaching and learning strategies; promotes integration among disciplines, encourages problem-solving and analytical/critical thinking; and utilizes advanced technology throughout the curriculum.	Update the standardized syllabus template for all coursework in the School.	2007-08	Syllabus updated.	Curriculum Committee
		Initiate SOP faculty development programs to assist faculty in learning and implementing innovative pedagogies.	2007-08	-Implement Lunch and Learn Series. -Initiate laptop orientation program for faculty.	Paula Stout; Associate Dean for Academic Affairs; Instructional Design person (when hired)
		Investigate available instructional design resources within the University and create a plan to assist faculty in developing web-based courses/classes.			
		Develop a student laptop initiative to enhance student learning.	2007-08	-Provide written report from the committee to faculty outlining all aspects of program.	ad hoc Technology Committee
		Hire an instructional design staff member to support the faculty in the laptop initiative and to develop computer assisted teaching and assessment strategies.	2007-08	-Hire and orient staff member.	Search Committee for Instructional Design Specialist
		Work with HRE to develop collaborative programs in faculty development/master teacher certification.			
		Secure new computer technologies for the School including research laboratories and PCL labs.	2007-08	-Install Enterprise System. -Evaluate and select technology needs for the Mylan Center.	Associate Dean for Academic Affairs; Technology Committee; Tom McIntire
		Survey faculty course needs. Ensure classrooms and learning areas can meet the needs of each course (e.g. technological and small group learning activities, etc.)	2007-08	Assess that P1 classrooms are ready for laptop initiative in 2008-09.	Associate Dean for Academic Affairs; ad hoc Technology Committee
		Implement a one-on-one mentor program to help individual faculty determine/learn how to teach their course content in the most effective, and risk free ways.			
		Consistently use the peer evaluation of teaching process as stated in the School's promotion and tenure guidelines to help develop faculty.	2007-08	-Peer teaching evaluation schedule developed by each department chair.	Department Chairs
3	Provide a flexible curriculum that permits Doctor of Pharmacy students to pursue areas of professional interest and career options through certificate and other credentialing programs.	Develop pathways/areas of emphasis for students who have identified areas of special interest (e.g., academia, research).	2007-08	-Develop one new structured program per year.	Associate Dean for Academic Affairs; Office of Student Services; Associate Dean for Research & Graduate Programs
		Implement joint degree programs (e.g. Pharm.D./PhD, Pharm.D./MBA, and Pharm.D./MPH).			
		Expand the available professional electives (e.g. pediatrics, entrepreneurialism, research methodology, teaching, veterinary pharmacy).	2007-08 2008-09	-Develop a process to review options and to make recommendations (e.g. through surveys and other research) for new electives. -Develop a minimum of 2 new electives.	Associate Dean for Academic Affairs; Curriculum Committee; Department Chairs & Faculty
4	Enhance the existing School of	Develop methods to improve recruitment of highly qualified graduate	2007-08	-Develop and implement a recruitment	Associate Dean for

	Pharmacy Doctor of Philosophy program and its two tracks for growth and national recognition.	students (BPS & PSP).		plan for graduate students.	Research & Graduate Programs; GRAC; BPS & PSP Depts.; Representative to the HSC Graduate Admissions Committee
		Target recruiting for open/new tenure track faculty positions to those with qualifications in research/postgraduate training.	2007-08	-Develop a recruitment plan and timetable for open positions	Executive Council
		Increase the number of graduate stipends.	2007-08	-Track and increase the number of graduate stipends awarded each year.	Associate Dean for Research and Graduate Programs and all graduate faculty
		Develop structured teaching programs for graduate students and residents to promote careers in academia.			
		Review and update the graduate faculty appointment guidelines of the School of Pharmacy.			
		Review and update the graduate curriculum to provide opportunities for innovative research.			
		Assess the graduate program by tracking the graduate rates and job placements of Ph.D. graduates.	2007-08	-Develop database to track graduate student placements.	Associate Dean for Research and Graduate Programs
		Develop a focused plan for the graduate program. Work with HSC administration to develop a focused plan for long term growth and development of the SOP graduate program and its two tracks.			
		Increase the number of faculty/graduate students who obtain fellowships (e.g. from NIH, NSRA).			
5	Develop innovative graduate education and post-doctoral training programs that contribute to the research initiatives of the School and enhance SOP residency programs for growth and national recognition.	Develop additional accredited residency and fellowship programs that contribute to the education, service, and research initiatives of the School.	2007-09	-Two new residencies identified and funded.	Residency Committee & Residency Directors; Clinical Chair
		Develop a SOP Residency Committee (including representatives from WVUH) that oversees the creation, maintenance, and assessment of both PGY-1 and PGY-2 SOP residencies.	2007-08	-Establish standing committee	Dean; Clinical Chair; Residency Directors
		Achieve ASHP/APhA accreditation for all residencies in the SOP.	2007-08	-All residencies are accredited	Clinical Chair; Residency Directors; Residency Committee
		Improve recruitment of highly qualified residents for the residency programs.	2007-08	-Qualifications of residents – GPA, experiences. -All WVU Residencies are filled.	Clinical Chair; Residency Directors; Residency Committee
		Develop and/or update training policies and procedures and/or manuals for residency and graduate programs.	2007-08	-Approved handbook for graduate program. -Approved handbook for residency and fellowship program.	GRAC, Residency Committee

		Develop and implement an M.S. program for clinical pharmacology and translational research.			
		Develop new fellowships for the SOP.			
		Create a student/faculty research mentoring program by establishing elective coursework and research tuition waivers. Promote entering Pharm.D. student research early in the curriculum and track able students into Pharm.D./Ph.D. or similar post-graduate programs.	2007-08	-Designed elective course in research. -Research experience designed with at least 5 students per year doing research with faculty.	Callery, Madhavan, Makela
		Investigate the development of a two-year MS/residency with WVU Hospitals.			
		Require all residents to complete a research project that is acceptable for presentation at national meetings and/or is suitable for publication.	2007-08	-All residency research projects presented at national meetings and published.	Clinical Chair; Residency Directors and Residency Committee
		Facilitate the development of a state-wide residency network.			
6	Perform assessment of student learning and curricular effectiveness to facilitate the continual and optimal enhancement of the professional and graduate programs.	Collect data that show the degree to which student learning outcomes are achieved in an ongoing systematic manner across the professional and graduate programs, share methods of data collection and results with faculty, and ensure assessment data are used for improvements in the curriculum.	2007-08	-Written report to the faculty.	Educational Outcomes Assessment Committee; GRAC
		Investigate the development of objective structured clinical examinations (OSCEs).			
		Investigate the use of nationally validated instruments vs. developing our own high stakes exams.			
		Review and revise the yearly course evaluation process including SEI.	2007-08	-Written report to the faculty.	Curriculum Committee

Research and Scholarship Goal. Research and scholarship conducted by the School will have a profound impact on pharmaceutical science and health care, leading to national and international recognition for excellence and innovation.

	Research and Scholarship Objective	Strategy	Timeline	Metric	Person(s) Responsible
1	Increase federal and other sources of extramural research grant funding to reach the Top 35 by	Hire the Associate Dean for Research and Graduate Programs.	2007-08	-Hired by Jan. 2008.	Dean and Search Committee
		Hire the Glover Endowed Clinical Pharmacology Chair.	2007-08	-Endowed Chair hired by July 2008.	Dean and Search Committee

2010.	Hire the Wyeth Scholar position.	2007-08	-Wyeth Scholar hired by Dec. 2008.	Dean and Search Committee
	Provide faculty with assistance to enhance their research and scholarly competitiveness by hiring a grants manager to assist in supporting faculty development (grant writing, grants management, etc.)	2007-08	-Manager hired.	Dean and Business Manager
	Determine potential areas for fundable thematic centers for the SOP and develop a 3 year Strategic Research Plan for the School. This will include assessing the resource and manpower needed for BPS, PSP, and Clinical research that would allow fulfillment of the research mission of the School.	After Associate Dean is oriented.	-Written report to the faculty.	Associate Dean for Research and Graduate Programs and GRAC
	Develop a faculty recruitment plan to achieve our 3 year research strategy. This plan must include the appropriate balance of full-time clinical faculty with a research emphasis with those with a patient care/teaching emphasis. The enhancement of extramural grant funding in the clinical sciences is essential to long term growth.	2007-08	-Priority set for fundable clinical hires – 3 year research strategy developed by 7-08	Chair of Clinical Pharmacy; Associate Dean for Research and Graduate Programs
	Evaluate current research infrastructure needs and implement a 3 year plan to update facilities, equipment, databases, and staff personnel to support the School's Strategic Research Plan. Provide appropriate collaborative research facilities and infrastructure for SOP after research foci are identified.			
	Leverage School assets to support fundable School-based centers of excellence that support the mission of the School and provide value to the University, the School and the state.			
	Develop and implement a peer pre-review of grant applications process/program.	2007-08	-Proposal reviews performed, proposal submissions, successful awards.	Chairs; Associate Dean for Research and Graduate Programs
	Develop a research mentoring program for junior faculty that utilizes resources within and outside of the SOP.			
	Develop more alliances with the pharmaceutical industry and West Virginia-based agencies.	2007-08	-Stronger ties with Mylan and Protea, and find or spin-off others.	Dean; GRAC; Chairs; Faculty
	Fund a grants program for faculty to develop pilot projects or publicize programs that are available so faculty knows how to secure these grants.			
	Establish a goal setting and accountability process for research and scholarship grants at all levels.			
	Provide input into the review and updating of the sponsored activity incentive program to provide incentives to departments and faculty for securing and maintaining research grants.	2007-08	-SOP adequately represented on HSC committee(s).	Dean; Associate Dean for Research and Graduate Programs
	Develop a clinical research training program (similar to NIH K30) to provide research training and development to faculty allowing for greater numbers of faculty qualified to direct clinical research fellowships.			
	Identify opportunities in Practice-based Research Networks (PBRN).			

		Increase the weight external funding receives in promotion and tenure decisions for faculty with research as an area of significant contribution.			
2	Take a leadership role in advancing interdisciplinary and translational research that is consistent with the Health Sciences Center thematic research areas.	Identify and increase the number of collaborative efforts the SOP faculty is involved in with faculty across the University and HSC. Consider ways to have SOP faculty be involved in other HSC research initiatives.	2007-08 2008-09	-Develop database to highlight research initiatives in progress; communicate opportunities to all faculty. -Track number of interdisciplinary grant proposal submissions. Number of interdisciplinary publications.	Chairs, Associate Dean for Research and Graduate Programs
		Develop and initiate new translational research projects	2007-10	Track number of new projects each year.	Department Chairs, Associate Dean for Research and Graduate Programs
3	Achieve national recognition for excellence in health-related research and scholarship.	Identify financial support for faculty travel to present research at national and international meetings. This should be competitive i.e. faculty will be required to submit requests along with justification.			
		Increase publication of research and scholarship in high impact peer-reviewed journals.	2007-08	-Track data; achieve top 25 status by 2010. -Collect baseline number of publications from 2006-2007 and increase by 10%.	Associate Dean for Research and Graduate Programs; Chairs
		Increase number of poster presentations and podium presentations at national meetings.	2007-08	-Track data; achieve top 25 status by 2010. -Collect baseline number of presentations from 2006-2007 and increase by 10%-	Associate Dean for Research and Graduate Programs; Chairs
		Organize and host regional or national research conferences/workshops.			
		Participate in community engaged scholarship with other disciplines on the health sciences center			
		Increase the number of faculty who seek national offices/positions in professional research-oriented associations, editorial boards, and grant review panels.			
		Investigate additional partnerships with U.S. and international programs to develop collaborative research relationships.			
4	Develop a School-wide culture of research and scholarship that is integrated with the teaching and service missions of the School of Pharmacy.	Schedule monthly presentations of research proposals (overview of project) and/or research data or evidence of other forms of scholarship.	2007-08	-Schedule and format developed.	Associate Dean for Research and Graduate Programs
		Initiate a Distinguished Lecture Series			
		Establish faculty development and research support services to increase faculty research productivity and effectiveness (e.g. support for sabbatical, training workshops, visits to national labs or collaborator's labs for training.)			

		Initiate an annual recognition program for faculty scholarship accomplishments by framing select articles and displaying them in a prominent location.	2007-08	-Accomplishments displayed in prominent location.	Dean
		Establish a community outreach program to inform the people of West Virginia about the research and scholarship that are occurring in the School and on the Health Sciences Center.			
		Develop/identify programs (in the School, at the University and in other venues), to mentor faculty to identify opportunities for research/scholarship.			
		Review the definitions of “scholarship” vs. “research” and modify promotion and tenure guidelines for research and scholarship as needed.	2007-08	-Revision of Promotion and Tenure guidelines completed.	Promotion and Tenure Committee
5	Develop and implement an ongoing process of revenue generation to support the Strategic Research Plan.	Develop a financial plan to support the SOP Strategic Research Plan.			

Service and Patient Care Goal. Advance the pharmacy profession and improve the health of the people of the State and nation through direct and indirect service programs, involvement in professional organizations, and through consultation with health care professionals to design, develop, and implement safe, effective, and cost-efficient drug therapies.

	Service and Patient Care Objective	Strategy	Timeline	Metric	Person(s) Responsible
1	Document the healthcare and supportive services provided by School of Pharmacy faculty to patients, students, health care professionals and the community and assess improvement in health and quality of life and value to those who benefit from those services.	Partner with healthcare organizations to document pharmacist interventions and patient outcomes. Evaluate the impact of pharmacist interventions on patient outcome and the perceived value of services provided.	2007-08	-Survey Clinical Pharmacy Department faculty and partner organizations to: a) Determine current efforts to track practice activities; b) Determine the perceived value of service provided by department faculty members; c) Determine measures that they would value in evaluating faculty practice activities (e.g. outcome measures, metrics).	Clinical Pharmacy Department: Service Lead Team; Clinical Chair
		Seek and obtain extramural funding for interdepartmental research proposals to evaluate patient care services.	2008-09	-A uniform tracking method for faculty practice activities is in place.	
		Incorporate requirements for documenting pharmacist interventions and patient outcomes into experiential student, resident, and fellow activities. The goal is to demonstrate the value of their involvement to healthcare training sites			
		Partner with healthcare organizations in which faculty members provide care. Assess the current practice models and make adjustments to maximize quality.	2007-08	-A white paper is written on WVU SOP practice models with health care partners and disseminated to key stakeholders-	Chair of Clinical Pharmacy, Director of Pharmacy – WVU

					Hospitals, Dean, Clinical faculty members
		Publish the results of service initiatives in peer-reviewed journals.			
		Disseminate information regarding service productivity related to patient care and supportive services to other health care professionals, the community, alumni, legislators, the media, and other constituents.	2007-08	-Press releases, ShowGlobe articles, and articles in other newsletters and publications document the service productivity of faculty.	Public Relations Officer; Development Officer, Clinical Chair
2	Advance the service and patient care interests of the School, University, profession, and scientific community through the involvement of faculty in community engaged service, and professional and scientific organizations at the state and national levels.	Develop a competitive process to financially support faculty engagement. Create an increased involvement in professional and scientific meetings (to include travel funds, professional organization dues, etc.)	2007-08	-A competitive written process exists for providing increased financial support for faculty to participate actively in state and national professional organizations. -Increase number of faculty receiving WVU Senate travel and development grants.	School of Pharmacy Executive Council, including EBO; Chairs
		Establish a faculty liaison to disseminate information and improve participation and communication with state/local organizations and boards.	2007-08	-Appoint faculty as liaisons to: a) WVPA; b) WVSHIP; c) WV State Board of Pharmacy; d) other relevant state and local organizations.	School of Pharmacy faculty (volunteers)
		Disseminate the availability of positions and nominate our faculty for state and national leadership positions.			
		Assist all eligible faculty in becoming board certified by providing financial assistance for faculty to achieve and maintain certification.	2007-08	-Increase number of faculty who are board-certified by BPS (e.g. BCPS, BCNSP, BCOP, and BCPP) as well as CDE, CGP, and other credentialing organizations.	Dean's Office EBO
		Ensure that annual faculty evaluations and the School's promotion and tenure criteria include measures of community engagement.			
3	Develop and actively participate in local, regional, and statewide public policy and public health initiatives that foster safe and effective medication therapy, health promotion and disease prevention, access to health services, and emergency preparedness.	Expand the scope of service learning projects completed by students.	2007-08	-Appoint faculty team leaders to projects. -Assess current scope of projects; identify new opportunities. -Guide projects to closer meet Healthy People 2010. -Collect outcomes data from student service learning projects.	Director of IPPE; Associate Dean for Academic Affairs; Chairs
		Teach students across the curriculum to effectively advocate their positions on practice-related issues to the legislature and other constituents.		-Curriculum and course(s) are revised to include legislative advocacy objectives and content.	Curriculum Committee

		Disseminate guidelines for participation by faculty in legislative issues related to pharmacy practice.	2007-08	-Guidelines for faculty participation in legislative issues related to pharmacy practice are developed and disseminated.	Interested faculty volunteers
		Disseminate pertinent legislative issues related to pharmacy practice to faculty.	2007-08	-Documentation of dissemination of legislative issues.	Interested faculty volunteers
		Maintain and improve the Rational Drug Therapy Program (RDTP), which promotes safe, rational, and cost-effective medication use within the Medicaid Program of the West Virginia Bureau for Medical Services.			
		Create new programs to provide medication therapy management to underserved/uninsured patients.			
		Develop strong partnerships with RHEP and continue to advance programs and services to meet the challenges of providing healthcare to rural communities in the state and region.			
		Maintain and advance our leadership role in preparing pharmacists to participate in statewide emergency preparedness programs.	2007-08	-There is evidence of leadership in statewide emergency preparedness programs by pharmacy faculty. -Increase the number of students and pharmacists who participate in training.	Director of the WV Poison Center
4	Advance pharmacy education and practice within the state.	Through the Wigner Institute, conduct a statewide conference of key stakeholders to exchange ideas to advance pharmacy education and practice in the state.	2007-08	-Director of the Wigner Institute is appointed. -The infrastructure to support sustained practice initiatives is created. -A statewide conference on pharmacy education and practice is conducted by the Wigner Institute.	Dean's Office Executive Council, The Wigner Institute members.
		Support and enhance statewide programs to improve medication therapy management by pharmacists in the state (e.g. Face-to-Face)	2007-08	-There is evidence of SOP participation in Face-to-Face and other MTM Initiatives in the state.	Clinical Pharmacy and PSP Depts.
		Implement the SOP Health Education Center and assess its value as a key provider of new service and wellness programs.	2007-08 2008-09	-A Director for the Health Education Center is appointed and an ad hoc HEC Planning Committee is formed. -An infrastructure to support sustained wellness programs and other services is created.	Search Committee for HEC Director; Dean; Director of the HEC; HEC Planning Committee
		Develop a strategic plan for lifelong learning activities for pharmacy practitioner (e.g. continuous professional development and other efforts).	2007-08	-A strategic plan for lifelong professional development is developed.	Office of Continuing Education
		Develop and implement the Wigner Institute for Advanced Practice Education and Research to expand the scope of practice in the state.	2007-08	-A business plan for the Wigner Institute is prepared. Roles of each department and faculty in the Wigner Institute are clarified.	Wigner Institute; Design Team; Dean's Office; Executive Council;

			2008-09	-A white paper on purpose and expected outcomes of the Wigner Institute is written and disseminated to key stakeholders.	Faculty
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Development Goal. The School will build alumni loyalty and create scholarships, endowed chairs and professorships to foster an invested faculty, enhance revenues, and gain greater financial security. The School will develop programs to facilitate external communications and promote the reputation of the School, the Health Sciences Center and the University.

	Development Objective	Strategy	Timeline	Metric	Person(s) Responsible
1	Create an ongoing process of revenue generation through portfolio management to support the School of Pharmacy Strategic Plan (federal and extramural research grant funding; entrepreneurial activities; foundation revenues, etc.)	Investigate the development of a SOP Practice Plan for the Clinical Department.			
		Seek extramural revenue sources for residency and graduate programs.			
		Develop an investment portfolio for the School including a business plan that builds on the expertise of the faculty.			
		Secure resources to build a new dedicated building for the School of Pharmacy on the HSC campus.	2007-10	-Funding secured for new building	Dean
2	Design development activities for alumni (professional and graduate programs), donors, friends and other constituents to enhance relationships and a tradition of giving time and talent.	Survey faculty and staff to create a list of projects, resources, equipment for labs, etc. which could be supported by specific donors (e.g. 25 Ways to be a Philanthropist Program).			
		Increase the visibility of faculty and administrators at state and national meetings.			
		Invite alumni and adjunct faculty to participate in School events.			
		Work with the Alumni Association to update their Bylaws.	2007-09	-Bylaws updated.	Patty Johnston; Assistant Dean for Student Services and Alumni Affairs; Dean; Alumni Association Board
		Increase membership in the Alumni Association and target recent graduates.		-Raise 1000 members by 2010. -Develop target program for young alumni.	

	Continue to support alumni functions (receptions, tailgates, basketball receptions, etc.) with increased attendance by faculty and administration.	2007-08	-Tailgate @ each football game. -Track # alumni attending each event. -Give out 1000 hotdogs in 2007-08	Dean, faculty and staff
	Increase donations to the Fund for Pharmacy by establishing a tradition of gift support among alumni, especially among those who were the recipients of financial aid as students.			
	Redesign the ShowGlobe.	2007-08	-Design completed and new ShowGlobe published.	Dean; Cassie Waugh
	Develop the Board of Advisors Distinguished Alumni Program.	2007-08	-Begin program in Oct. 2007.	Dean; Tom Menighan; Board of Advisors
	Establish the Dean's Level of giving at the \$1,000/year level. Build a cadre of 100 alumni to give at this level each year.	2007-2010	-Raise 100 donors on an annual basis.	Dean; Susan Trantham
	Hire a full-time Development officer for the SOP (to include Alumni Association activities, PR, events and programs and other development activities).	2007-2008	-Development officer hired.	Dean and Development Office
	Develop Bylaws for the Board of Advisors.	2007-08	-Bylaws approved by BOA.	Board of Advisors; Dean
	Increase the size and scope of the Board of Advisors to include representatives from industry (Mylan), professional organizations, and corporate members.	2007-08	-New members invited to serve, size of Board increased to 25.	Mike Garrison; Dean
	Develop career roundtables with members of the Alumni Association to provide students with opportunities to meet outstanding alumni.			
	Identify new sources of scholarship dollars.	2007-10	-Increase the amount of scholarships by 2010 by 50%.	Dean; Associate Dean for Academic Affairs; Susan Trantham; new development officer (when hired)
	Establish a White Coat Donation Program.	2007	-Program implemented.	Dean; Brenda Higa; Susan Trantham
	Investigate developing a Professional Partner program to support School initiatives and student activities as part of the annual giving campaign.			
	Investigate and develop (if appropriate) a program where alumni can sponsor a SOP student financially and as a mentor over the 4 years of the Pharm.D. program.			
	Establish one major fundraising activity/year such as a silent auction that supports student travel.	2007-08	-Silent auction developed.	Clarke Ridgway and the Office of Student Services
	Raise funds for the Museum project; move Museum to a new dedicated space with a curator.	2007-10	-Museum is moved.	Assistant Dean for Student Services and Alumni

					Affairs; Dean; Development Office
		Increase donations to the Pharmacy fund by SOP faculty and staff.	2007-2008 2008-2009	-Achieve 50% giving rate. -Achieve 75% giving rate.	Faculty and Staff
		Conduct regional CE meeting/brunches for alumni and friends of the School.	2007-08	-Four regional meetings held.	Dean; Director of Continuing Education
		Fund additional endowed Chairs for the School.			
		Purchase new name badges for all faculty and staff to wear at ceremonies and events.	2007	-Name badges purchased.	Dean; Debbie Anderson
3	Expand outreach and build productive relationships with alumni, legislators, and other constituents.	Integrate development activities with other health sciences schools to enhance opportunities for the School to benefit from major gifts to the HSC.			
		Begin to prepare for our Centennial Celebration by commissioning a history of the WVU SOP.			
		Conduct a development workshop to help all members of the School develop their skills in development activities/fund raising.			
		Establish partnerships with pharmaceutical companies such as Mylan.	2007-08	-Opportunities identified.	Dean; Associate Dean for Research and Graduate Programs; Executive Council
		Identify and develop collaborative relationships with other academic health centers that have similar mission/goals.			
		Re-establish the co-funded Drug Information Residency with Mylan.	2008-09	-Residency begun.	Director and Assistant Director of the WV Drug and Health Information Center

Students Goal Attract outstanding students to the program who will become recognized as dedicated health care professionals.

	Student Objective	Strategy	Timeline	Metric	Person(s) Responsible
1	Become the preferred choice of students seeking admission to schools of pharmacy.	Develop a comprehensive recruitment/admission plan for the School (to include collecting post-grad data and correlating it with admissions criteria, assessing performance of students in the professional programs and correlating with admissions data, and developing recruitment strategies for local and regional colleges).	2007-08	Data tracked: -# applicants; -# admission offers accepted; -Accepted student GPA & PCAT; -Graduation rates;	Admissions Committee; Student Services

				-NABPLEX scores.	
		Investigate the feasibility of expanding the early admissions programs (PharmSTEP) by evaluating the performance of students in this program, and then expanding the program if appropriate.			
		Develop a program to recruit graduate students.	2007-08	Track data: -# applicants; -# admission offers accepted.	Office of Research & Graduate Affairs; Residency Committee
		As the state's premier SOP, ensure admission strategies reflect the diversity in our state.	2007-08	-Track demographic profile of the state and how that correlates to profile of student body.	Student Services
		Actively recruit honors-level students to the WVU SOP through counseling and advising activities.	2007-2010	-Track increase in number of honors-level students who matriculate. -Increase the number of honors courses available.	Student Services; School of Pharmacy Honors Advisor
2	Graduate practitioners who are known for excellence in pharmacy.	Develop and enforce policies and procedures that clearly define professional behavior expectations for students. Ensure consistent application of policies and procedures by all faculty members.			
3	Develop Student Service programs and support systems to enhance student retention and program completion.	Improve the pre-pharmacy student advising program by developing innovative programs such as an Advisor Development Program, creating CD/websites, and an Advisor Recognition Program.			
		Create faculty advisors for each class year of professional students (the advisor would remain with that class from orientation to graduation).	2007-08	Track # advisors.	Student Services
		Review student handbooks/honor code on an annual basis and revise as needed.	2007 2008 2009	Track # changes.	Student Services
		Create additional student awards (in areas such as professionalism, practice, IPPE activities).			
		Develop a comprehensive retention plan including: tracing retention statistics, evaluating and developing the tutoring program as indicated and identifying remediation activities.			
		Approve and implement the SOP's Technical Standards.	2007-08	-Technical standards written, approved by faculty and communicated to students.	Assistant Dean for Student Services; Associate Dean for Academic Affairs; Dean
		Develop a financial counseling program to teach students from the P-1 year about career planning, the advantages and disadvantages of sign on bonuses and other employment contract issues.			
4	Develop leaders for the profession of pharmacy, the pharmaceutical	Publicize WVU Student Leadership initiatives and develop SOP student leadership programs as needed.			

sciences and academia.	Publicize development programs; nominate persons for programs that are related to professional development.			
	Continue to refine leadership in student organizations (facilitating transition for new officers).			
	Develop a student organizational advisor program.			
	Investigate developing umbrella structure for student organizations.			
	Develop a plan to increase student participation at state and national pharmacy meetings by facilitating class schedule changes and securing permanent travel resources.			
	Initiate interdisciplinary student leadership programs with colleagues in medicine, nursing and dentistry.	2007-08	-Meetings conducted with colleagues and programs/events identified. -Participation and satisfaction assessed.	Student Services
	Encourage student involvement in international programs (e.g. medical missions, etc.).			
	Encourage (or require) all students attend one legislative session during their pharmacy program (e.g. meet legislators and be able to educate then on a key issue in the pharmacy profession).			

Faculty and Staff Goal. The community of faculty and staff in the School will enthusiastically advance the mission and goals of the School, the Health Sciences Center and the University.

	Faculty and Staff Objective	Strategy	Timeline	Metric	Person(s) Responsible
1	Develop, reward, retain and promote outstanding faculty, staff and administrators committed to the mission and vision of the School.	Develop a mentoring program for new/junior faculty.			
		Conduct a talent inventory to determine expertise/experience and then call upon and utilize the expertise and experience of existing faculty, staff and administrators to achieve each of the School's missions.	2007-08	-Conduct skills survey of faculty. -Develop a mission based work assignment.	Executive Council and Chairs
		Develop a New Faculty Orientation Program to include topics such as how to prepare the Annual Faculty Activity Report, and the role of assessment in the School, etc.	2007-08 2008-09	-Orientation Program developed and implemented.	Executive Council
		Develop a policy for protected time for new faculty to establish themselves in teaching, service and/or research/scholarly work.	2007-08	-Policy developed and approved by Dean and EC.	Chairs
		Establish open lines of communication between faculty, staff, and administrators in which suggestions and ideas from individuals or departments are actively solicited and considered in the decision-making processes.	2007-08	-Ensure all committee minutes are posted and available to faculty and staff. -Investigate new methods to	Executive Council

				communicate with faculty and staff.	
		Encourage all faculty and staff to put their calendars on GroupWise and post office hours for students.	2007-08	->90% faculty and staff calendars are on Group Wise. -100% of syllabi contain office hours.	Department Chairs
		a) Institute an annual education grant where funds are available competitively for the development of teaching. b) Establish Faculty Development programs and encourage faculty to participate in HSC Teaching Scholars Program or the AACP Education Scholars Program.	2007-08	-Establish funds and process for awards. -Increase the number of faculty utilizing award and number of attending HSC Teaching Scholars program annually.	Dean, Associate Dean for Academic Affairs
		Seek accreditation for select pharmacy CE and other HSC sponsored programs.			
		Correct the salary compression problem for faculty.	2007-09	-Develop a multiyear plan to correct problem.	Dean and Chairs
		Develop a Board of Advisors Faculty and Staff Recognition program. The faculty recognition program should include teaching, service and research. Ideally it should also have one award that can be obtained for group projects that demonstrate interdepartmental collaboration.	2007-08	-Develop an annual recognition program with awards and criteria.	Dean, EC
		Improve staff salaries by conducting position audits.	2007-09	-Upgrade the number/classification of positions.	Dean and all administrators
		Implement annual staff evaluation process.	2007-08	-Complete 100% of staff evaluations on an annual basis.	Dean and all administrators
		Research new models/definition of faculty success to improve the quality of work life for faculty.			
		Develop a system for providing "mini sabbaticals," sabbaticals and/or protected time for established faculty to advance their skills in teaching, research/scholarship and or service.			
		Assist faculty in establishing a portfolio/dossier/activities report identifying successful teaching, research and service activities in a consistent/formatted format (and develop guidelines/best practices of what should be contained in these reports).			
		Develop a process where faculty activity reports feed automatically into the SOP Annual Report.	2007-08	-Process developed, approved, and implemented	P&T Committee
		Develop additional co-funded positions.	2007-10	Track increase in number of co-funded positions.	Dean and Chairs
		Create an Adjunct Faculty Development Program with policies for promotion of adjunct faculty.	2007-10	Establish program.	P and T Committee (for policy development); Office of Experiential Education; Office of CE (for implementation, Chair of Clinical Pharmacy (for oversight of program).

		Develop policies and procedures for clarifying requirements for personnel files security.	2007-08	-Develop and communicate policy to all faculty in SOP.	P & T Committee and Chairs
		Assess policies for awarding sabbaticals; ensure adequate faculty strength to provide scheduled sabbaticals.			
2	Develop supportive staff, faculty, administrators, pharmacists, and other colleagues who are committed to excellence with emphasis on innovation, collaboration, productivity, and career development.	Better utilize regularly scheduled work study students within departments to assist with routine tasks so that faculty and staff can better utilize their time to accomplish the School's mission and goals.	2007-08	-Collect feedback from units on how it works.	Joy Piper
		Develop position descriptions for all faculty and staff members.	2007-08	-100% of positions have position descriptions.	All administrators
		Provide adequate staff support for the School by carefully assessing and redirecting staff to new/revised positions.	2007-08	-Conduct a staffing needs assessment; make assignments as needed	Dean and EC
		Develop a comprehensive Staff Development Program that includes cross training of staff members, coordinating Administrative Associate (AA) positions. Take advantage of current programs and ensure adequate release time for staff to attend programs.	2007-10	-Track number of cross-trained staff. -Track number of staff attending development programs; ensure all staff completes a minimum of two programs per year.	EC and Staff committee
		Standardize procedures for primary functions (such as travel, requisitions, etc.)	2007-09	See above.	Bruce Clark and Administrative Associates
		Develop productivity/workload expectations for each faculty and staff member to increase efficiency and to ensure equitable assignment and update on an annual basis.	2007-08 2008-09 2009-10	-Establish productivity measure for research, teaching and service. -Conduct a comprehensive analysis of SOP's FTE to ensure correct number fits with mission. -Monitor productivity at individual, department and school levels.	EC
		Institute monthly staff meetings to help ensure updated communications are provided to all staff members.	2007-08	-Meetings established and minutes routed.	Bruce Clark
3	Recruit and retain faculty members who are outstanding teachers knowledgeable about their profession and dedicated to its continuous advancement.	Require all new faculty attend the HSC Teaching Scholars Program.	2007-08	-Requirement to attend the program included in all new faculty contract letters. -Support provided to new faculty (time and other resources as needed). 100% completion by new faculty.	Dean and chair

		Develop a comprehensive search process for new faculty positions (including developing methods to improve interviewing/screening of new faculty, requiring all candidates discuss their teaching philosophy, etc.) The process should clearly focus on assessing the responsibilities outlined in the position description (e.g. teaching-focused vs. research-focused).	2007-10	-Templates developed for each of teaching, research, and service positions and their combinations.	Chairs
4	Develop an environment that encourages and advances collegiality among the faculty, staff and students.	Develop a program which provides an avenue for faculty to learn what other faculty do (e.g., a shadowing-type program).			
		Institute regular retreats and social gatherings for faculty, staff and/or students.	2007-08	-Develop an annual calendar of retreats and social gatherings; distribute calendar communicated to all constituents.	Dean, Chairs, and other administrators
		Develop an open spaces and a common area (Faculty/Staff Workroom) in the renovation process.	2007-08	-Space developed.	Dean and renovation committee
		Host a contest to learn all students' names (Ridgway, McIntire and Clutter are not allowed to participate).	2007-08	-Annual contest developed	Office of Student Services
		Increase faculty and staff attendance at student and faculty sponsored events.	2007-08	-Identify key events for faculty to attend. Achieve an 80% attendance at identified key events. -Propose new events/gatherings with small groups or individual classes.	Dean and chairs
5	Develop, encourage, and nurture administrative leaders in pharmacy education.	Provide opportunities for faculty to participate in AACP and other leadership development programs.	2007-08	-Track number of faculty attending leadership development programs. -Develop process for identifying and supporting such development.	Dean and chairs
		Develop a leadership book club to advance understanding of leadership strategies.	2007-08	-Book club established.	Executive Council

Administration and Organization Goal. The administration and organizational structure of the School will provide outstanding service to all constituencies, facilitates internal and external communications, promotes faculty and staff development, encourages shared governance, and ensures financial integrity.

	Administration and Organization Objective	Strategy	Timeline	Metric	Person(s) Responsible
1	Create a School-wide culture where faculty members embrace curricular and programmatic assessment and then develop continuous quality improvement strategies to assess achievement of the mission, goals and objectives	Develop and implement the WVU Programmatic Assessment Model. The model must include identification of individuals/committees responsible for various aspects of assessment and the development of appropriate tools, evaluative instruments and CQI indicators to assess achievement of meeting the School's goals and objectives on a yearly basis. The model will include development of a culture of curricular assessment to facilitate the continual enhancement of the curriculum of	2007-08	-Consultant brought to the School; programmatic assessment model designed and implemented	Associate Dean for Academic Affairs Committee Chairs Dean

	of the School.	the professional and graduate programs. Curricular change will be made on assessment data to continuously improve program quality.			
		Conduct seminars and development programs for faculty to understand innovative assessment methods.			
		Implement the four new surveys for collection of data: student, alumni, preceptor and faculty.	2007-08	-Surveys completed.	Assistant Dean for Student Services and Associate Dean for Academic Affairs
		Develop methods to reward committees for ideas that advance programmatic assessment excellence.			
		Establish a process for obtaining student consent for NABPLEX data to refine assessment and evaluation of the curriculum.	2007-08	-School receives individual student NABPLEX scores; evaluation of results tied to curricular assessment.	Assistant Dean for Student Services; Jenn Clutter; Educational Outcomes Assessment Committee
		Host an invitational conference on programmatic assessment for similar size/scope schools of pharmacy.			
2	Develop a plan (timelines and processes) for ACPE reaccreditation in 2010.	Develop the self-study process and format.	2007-08	-Invite keynote speaker to SOP to set the stage for the next self study. -Form self-study committees; begin self study.	Associate Dean for Academic Affairs Dean
		Implement a program to facilitate faculty understanding of ACPE Standards 2007.	2007-08	-Develop program.	Associate Dean for Academic Affairs, Dean
		Redesign faculty activity report, including on-line reporting to provide easily retrievable data.	2007	-Develop on-line process.	Promotion and Tenure Committee
		Nominate faculty members to participate on ACPE accreditation teams.	2007-08	-Ensure 2 faculty complete ACPE training each year.	Faculty
3	Ensure the appropriate administrative infrastructure is in place for all administrative units of the School; assess as required.	Evaluate the new organizational structure for the School.	2007-08	-Organizational structure evaluated on annual basis.	Dean
		Develop/approve Bylaws for the School.	2007-08	-Bylaws approved by faculty.	AACP Fellows Faculty
		Develop a SOP Policy and Procedures Manual.	2007-09	-Manual developed.	Executive Council Faculty
		Assess and revise the School's Faculty Evaluation policies (P&T, post tenure review) as necessary.	2007 2008 2009	-Policies reviewed.	Promotion and Tenure Committee
		Develop annual strategic goals for each administrative unit with measures for success.	2007 2008 2009	-Goals developed and report generated.	Executive Council Faculty
4	Enhance the public's and other health professionals' knowledge	Conduct a communications audit for the School and develop a communications plan.	2007-08	-Audit completed.	Executive Council

	of the School and its programs, services, activities, and accomplishments.	Update the SOP webpage and provide ongoing updates once the new format is developed.	2007-08	-Webpage updated.	Web designer Administrative Associates
		Regularly submit feature articles on the School's news and accomplishments in a timely manner to appropriate media.	2007-2008	-Track number of publications.	Executive Council, faculty, Cassie Waugh
		Establish a PR/communications position in the School.	2007-08	-Develop position; recruit for PR specialist.	Dean
5	Think and act strategically. Be constantly sensitive to changes in the profession, practice, and other areas.	Develop "think tank" with SOP constituencies – students, alumni, friends, corporations, faculty and staff.			
		Include discussions at faculty meetings of pertinent current issues in the profession (nationally or in the state).	2007-08	-Schedule "hot topic" for each faculty meeting.	Executive Council
		Invite innovative leaders in education, practice or research to present seminars, workshops and lectures for faculty and students in SOP.			
		Make more effective use of the Board of Advisors, by including national leaders in teaching and research to help keep the School on the cutting edge of changes.			
		Establish external advisory committees for graduate and research programs to provide assessment and recommendations and to seek and maintain standards.			
		Develop an annual seminar for all faculty, staff and students to understand safety and security issues (e.g. disaster training).	2007-08	-Seminar conducted annually.	Executive Council; Allen Clark
6	Ensure financial resources are sufficient to meet the program's overall goals and initiatives.	Participate actively in the AACCP Institutional Research process to better understand our funding needs in comparison to peer institutions.			
		Provide training in fiscal planning and monitoring to Administrative Associates and others with budget responsibilities.			
		Develop a proforma for the School to determine the costs associated with educating one pharmacy student.			
		Investigate increasing the size of the pharmacy program to secure additional resources. This should include considering the location(s) of the pharmacy program (e.g. developing satellite programs in the Eastern Division and Charleston Division etc.)			
		Make resource decisions based on assessment information.	2007-08	-Make key decisions using assessment data.	Dean; Allen Clark; Associate Dean for Academic Affairs
		Redesign the Business Manager position to include more and varied activities for advanced financial monitoring.	2007-08	-Hire new Business Manager.	Allen Clark; Dean
		Develop resources and support that would stimulate the development of entrepreneurial initiatives.			