



DRAFT

Blueprint for Academic Excellence

February 20, 2009

Joseph T. DiPiro

Executive Dean

I. A. Vision, Mission and Goals

Executive Summary

The South Carolina College of Pharmacy (SCCP) was formed in 2004 to integrate the Colleges of Pharmacy at the University of South Carolina (USC) and the Medical University of South Carolina (MUSC). Integration promotes the most efficient use of state resources to advance pharmacy education and research and provide for the pharmaceutical care needs of South Carolina.

The South Carolina College of Pharmacy vision statement is: ***“Improving Health through Leadership and Innovation in Pharmacy Education, Research, and Patient Care.”*** This year the College has been defining an aspiration vision to achieve quality of programs comparable to “TOP-10” colleges of pharmacy.

The SCCP is an education and research enterprise that makes the best use of state resources, student tuition, grant funds, and endowment funds to:

1. Educate pharmacy students to become leaders in meeting the pharmacy care needs of our citizens and the public we serve.
2. Conduct exceptional and innovative research to improve health care by discovering the molecular basis of disease, understanding the actions of drugs, developing new drugs, guiding population-level drug policy, and enhancing pharmacy education.
3. Provide pharmacy services that serve as models to advance the practice of pharmacy and to improve health care.
4. Serve the life-long learning needs of practicing pharmacists through excellence in continuing education.
5. Educate future professional, academic, and research leaders through the highest quality graduate, residency, and fellowship programs

Explanation of how *Mission and Vision* are linked. Short assessment of where unit stands with respect to achieving the *Mission*.

The vision speaks to the three components of an academic health science college – education, research, and patient care. Society has needs and expectations for pharmacy professionals and for pharmaceutical care. These needs dictate that one of the primary missions of the SCCP is the instruction of pharmacy students. The SCCP is compelled to produce excellent pharmacists for society. We recognize that a profession must innovate and experiment to advance and improve. There is a need to continually improve health care and this is achieved through research, discovering new medicines, understanding diseases, and creating new models of health care. Finally, the health professions have their foundation in service to society. A health science college must provide service to maintain relevance and provide the best training environment for students.

Long-term goals for the South Carolina College of Pharmacy

1. Education

- a. Provide the highest quality professional pharmacy education by instilling requisite knowledge, competencies and values in graduates of the Doctor of Pharmacy program
- b. Achieve graduate level research training programs leading to a PhD that are qualitatively and quantitatively comparable to TOP-10 pharmacy colleges
- c. Offer residency and postdoctoral training programs that are recognized among the best in the country.
- d. Attract and enroll highly qualified, motivated students from diverse backgrounds in the College's education programs.
- e. Achieve greater than 90% satisfaction with the Doctor of Pharmacy program and the SCCP by students, faculty, alumni, and employers.

2. Research

- a. Increase the level of scholarship, particularly external research funding and the number of peer reviewed publications to be comparable with TOP-10 colleges of pharmacy
- b. Become recognized as a leader in discovering the molecular basis of disease, in the understanding of the actions of pharmaceutical agents, in developing new therapeutic agents, and in developing new vehicles for delivering drugs.
- c. Become recognized nationally for pharmacoepidemiology, outcomes research, pharmacotherapeutics, pharmacy education research, and research advancing the role of pharmacists in health care.

3. Outreach

- a. Improve the practice of pharmacy and thus patient care in community, health-system, and other pharmacy settings in South Carolina.
- b. Communicate effectively with internal and external stakeholders regarding pharmaceutical issues, SCCP goals, programs, and events.
- c. Develop donor and alumni programs to increase external support of SCCP education, research, and academic programs.
- d. Increase interaction with and support of state and national pharmacy organizations.

B. Goals, Initiatives, and Action Plans

1. **Provide the highest quality professional pharmacy education by instilling requisite knowledge, competencies and values in graduates of the Doctor of Pharmacy program.**

This goal addresses the core mission of the SCCP, to produce pharmacists. The quality of education that students receive corresponds with the quality of health care that graduates will provide.

- Initiative 1(a): Create a joint curriculum that offers the best instruction from faculty on the various SCCP campuses and is comparable to the curriculum of the best colleges of pharmacy.
 - Action: Develop a process to facilitate faculty cooperation and collaboration in building and offering a joint PharmD curriculum.
Indicators: Implementation of full 4-year joint curriculum.
Assessment: Joint SCCP curriculum was approved and is now in the 3rd of a 4-year implementation. One final year remains to be implemented.
 - Action: Select or create a key performance measure that would indicate whether the SCCP curriculum is comparable in quality to the best colleges of pharmacy.
Indicator: A new key performance measure is selected and tracked.
Assessment: Not completed (new action).
Indicator: Annual NAPLEX pass rate greater than 95%
Assessment: The NAPLEX pass rate for SCCP will be determined in late 2010. It has been above 95% for previous graduating classes at USC and MUSC
Indicator: 4-year graduation rate 95% or greater
Assessment: Not yet determined for SCCP
Indicator: Average student evaluation score for all SCCP instructors (1-5 scale) should be ≥ 4.2
Assessment: Not yet determined for SCCP
- Initiative 1(b): Implement a process for continuous review and improvement of the curriculum.
 - Action: Construct and implement a thorough assessment plan
Indicators: A comprehensive plan is written and used annually.
Assessment: The assessment plan was created and has been implemented. It is being implemented.
 - Action: Survey graduates and alumni at regular intervals after employment to determine satisfaction with the program.
Indicators: > 90% of graduates and alumni should indicate satisfaction with the SCCP program.
Assessment: 91% of graduating class indicated satisfaction with their program.
- Initiative 1(c): Develop and implement programs to enhance training in community pharmacy practice.
 - Action: Form a core group of 6 faculty members who practice in community pharmacy (over the next 3 years)
Indicator: Number of faculty members practicing in community pharmacy.
Assessment: Three full-time faculty members hired and 3 part-time laboratory instructors.

- Action: Create an elective track in community pharmacy practice
Indicator: Creation of a community pharmacy track
Assessment: A community pharmacy track was created in early 2009 (approved by the faculty) and will be implemented in April 2009.
- Action: Create a community pharmacy residency program.
Indicators: Establishment of a community pharmacy residency program.
Assessment: A community pharmacy residency was begin this year and will expand to two positions next year.
- Initiative 1 (d): Establish a satellite campus for the Doctor of Pharmacy program at the Greenville Hospital System (GHS) University Medical Center to serve students in the Upstate.
 - Action: Create a plan for pharmacy education in the Upstate. Identify physical facilities and upstate instructional and support staffs as well as revenue needed to support the program.
Indicators: Creation of a master plan for the Upstate.
Assessment: A plan was created and distributed to involved parties.
 - Action: By fall 2010 offer the 3rd and 4th year of the PharmD program on the GHS campus.
Indicators: 3rd-year students are in Greenville for the 3rd year of the program in Fall 2010
Assessment: A plan for implementation has been developed. Resources are identified. A final decision will be made later this year as to implementation date.
 - Action: By 2012 offer the full 4-year program in Greenville. Secure additional funds to support this expansion.
Indicators: A plan is constructed to offer the full, 4-year program, including request for new resources.
Assessment: A plan has been developed with timeline and resource allocation. Requests for new revenue have not yet been written.

2. **Develop graduate level research training programs leading to a Ph.D. that are qualitatively and quantitatively comparable to TOP-10 pharmacy colleges**

Graduate education and research are necessary parallel programs. The top colleges of pharmacy in the United States all have large, high quality graduate programs. Graduate programs create an environment for inquiry by attracting the best students and faculty members.

- Initiative 2(a): Increase the size of the graduate program to 40 students.

- Action: Secure funding for 40 graduate students through research grants, external fellowship funds, and college and university funds (for both USC and MUSC campuses).
 - Increase the number of graduate faculty
 - Include graduate student funding in research grants
 - Participate in Integrated Biomedical Sciences PhD program
 - Develop a dual Ph.D./Pharm.D. program
 - Expand the joint PharmD/MBA program to the Columbia campus

Indicators: By 2011 have 40 graduate students

Assessment: At present, there are 27 graduate students in the SCCP. A dual PhD/PharmD program is now offered. The PharmD/MBA program can be completed on the USC campus, however, the is is less, convenient, more costly, and requires more time than the program with thw Citadel.

- Initiative 2(b): Increase the quality of graduate programs in the SCCP.
 - Action: Conduct an internal assessment program to determine quality of graduate programs and provide recommendations for quality improvement.
 - Action: Conduct an external review of SCCP graduate programs
 - Action: Develop a comprehensive plan to improve graduate education.

Indicators: Rating of graduate program by internal survey
Rating of graduate program by external assessors

Assessment: Graduate program assessment has not yet been conducted.

3. Offer residency (in association with our health system and community partners) and postdoctoral training programs that are recognized among the best in the country.

Residency training is essential to produce high-quality pharmacy practitioners. There are residency programs in health-system pharmacy, community pharmacy, managed care pharmacy and other settings. Residencies produce general practitioners as well as specialists.

- Initiative 3(a): Increase the number of residency positions in South Carolina
 - Action: Promote the development of residency positions with selected health-systems in South Carolina. Identify faculty, administrative, and financial resources to support residency programs.
 - Action: Fund or co-fund community pharmacy residency programs.
 - Action: Develop partnerships with health systems and community pharmacies (independent and chain) to develop residencies.
 - Action: Conduct a state-wide residency planning conference to address major issues.

Indicators: Number of community pharmacy and health-system residencies in South Carolina

- **Assessment:** The SCCP actively participates in residency training at MUSC, VA Medical Center - Columbia, Palmetto -Richland, Greenville Hospital System, and with Kerr Drug.
 - Initiative 3(b): Increase the quality of residency programs in South Carolina.
 - **Action:** Partner with residency programs to provide College expertise and resources. Provide an academic preparation program for residents throughout South Carolina.
 - **Action:** Participate in residency coordinating committees to assess and improve quality.
 - Appoint an SCCP Faculty member as Associate-Director of the MUSC Residency Program
 - Appoint an SCCP Faculty member as Coordinator / Liaison for Columbia-area residencies
 - **Action:** Assist residency programs in recruiting the best applicants and attain national presence.
 - Indicators:** Implementation and maintenance of the above programs.
 - Assessment:** An Associate-Director for MUSC and Columbia-area Liaison have been appointed. The SCCP offers a year-long Academic Preparation Program to all residency programs in the state.
 - Initiative 3(c): Increase the number of graduates who enter residency programs
 - **Action:** Develop and implement a plan to inform pharmacy students about residencies throughout their 4-year PharmD program.
 - Indicators:** Percent of PharmD graduates who go on to residency programs, fellowships, or graduate school
 - Assessment:** Approximately 18% of graduates entered residency training, fellowships, or graduate school from the last graduating class. The number of graduates seeking a residency, fellowship, or graduate school should increase by 5% next year.
 - Initiative 3(d): Increase the number of postdoctoral research trainees and the quality of the postdoctoral research training program
 - **Action:** Develop strategies that facilitate the professional development of postdoctoral research trainees.
 - **Action:** Develop and implement a plan for obtaining extramural funding for postdoctoral training.
 - Indicators:** Increase in the number of postdoctoral research trainees and in the success of their transition to academic positions. Specific metrics have not yet been determined.
 - Assessment:** The number of postdoctoral trainees and the quality of their training is determined by individual faculty. A concerted effort by the SCCP will be required to increase the number and quality of the program.

4. Attract and enroll highly qualified, motivated and diverse students in the College's education programs.

The Doctor of Pharmacy program is a long and demanding course of study. Only the best students have a high likelihood of academic success. Pharmacists of the highest intellect and character are needed to effectively deal with the challenges of

pharmacy practice of today. Students should be representative of the diversity in the State, as ethnic and cultural identity are linked to quality and access to care.

- Initiative 4(a): Develop a student recruitment program that attracts well prepared individuals who demonstrate patient empathy, professional attitudes and represent the racial and ethnic diversity of South Carolina.
 - Action: Implement the recently approved SCCP Diversity plan to achieve the long-term diversity goals.
 - Action: Develop materials that serve as effective student recruitment tools.
 - Action: Implement a Diversity Committee to recommend recruitment practices to increase student, faculty, and staff diversity.
 - Action: Implement actions from the diversity plan to increase diversity in the SCCP.
- Indicators: Formation of a Diversity Committee and creation of a diversity plan. The plan contains specific metrics for goals. > 90% of students should feel that the SCCP is welcoming to students with diverse backgrounds.
- Assessment: In January 2009 the SCCP faculty approved a diversity plan. The Diversity Committee has been convening for one year. The percent of underrepresented minority students in the SCCP is 7.8% A goal is to increase this to 10% by 2013. In the most recent survey, 92% of students indicated that the SCCP is welcoming to students with diverse backgrounds.

5. Achieve greater than 90% student, faculty, staff, alumni, and employer satisfaction with the doctor Doctor of Pharmacy program and the SCCP.

- Action: Create strategies to achieve a high satisfaction rate among students, faculty, alumni, and employers of our students.
 - Action: Create or select instruments to measure student (graduating and enrolled), faculty, staff, alumni, and employer satisfaction.
- Indicators: Surveys are developed for each group. Long-term satisfaction rates above 90% in surveys conducted for each group. Goals for the coming year are 75% satisfaction rates.
- Assessment: Surveys have been developed to measure student, faculty, and alumni satisfaction. Surveys are not yet developed for staff, and employer satisfaction. Graduating student satisfaction is 91% and for faculty is 71 %.

6. Increase the level of scholarship, particularly external research funding and the number of peer reviewed publications to be comparable with TOP-10 colleges of pharmacy.

Growing and maintaining an active research program requires a consistent source of funds from external sources. Research is a primary mission of USC and MUSC, and the pharmaceutical sciences provide a path for unique research contributions of the SCCP.

- Initiative 6(a): Increase the number of peer reviewed publications authored by faculty members.
 - Action: Identify methods to increase faculty authorship of peer reviewed publications.
 - Indicators: Number of peer reviewed papers published during the calendar year. An external benchmark for TOP-10 colleges of pharmacy must be identified.
 - Assessment: In FY 07-08 faculty reported 135 peer-reviewed papers published. The number is in question since the details of how these should be counted were not specified.

- Initiative 6(b): Secure increased external support for SCCP research programs from NIH and other competitive sources.
 - Action: Recruit and hire at least two more CoEE endowed chairs (Drug Discovery, Medication Safety, Experimental Cancer Therapeutics)
 - Action: Recruit and hire at least 4 junior faculty members in pharmaceutical and biomedical or outcome sciences who can successfully compete for extramural funding.
 - Action: Train practice faculty members to become more competitive for grants and to increase research funding.
 - Action: Develop strategies to recruit non-tenure track research faculty

Indicators: Number of CoEE chairs and junior faculty members recruited. Presence of a research development program for practice faculty. Total NIH and other federal funding to increase to \$6 million.

Assessment: Two CoEE chairs are being recruited. Two PBS faculty members have been hired and one outcomes faculty member. The past fiscal year, NIH funding was \$4.7 million.

7. Become recognized as a leader in discovering the molecular basis of disease, in the understanding the actions of pharmaceutical agents, in developing new therapeutic agents, and in developing new vehicles for delivering drugs.

- a. Initiative 7(a): Hire and develop the best scientists who can succeed in a competitive research environment.
 - Action: Implement a faculty development program to assist existing faculty to become more successful.
 - Indicators: A faculty development program is implemented .
 - Assessment: Elements of a faculty development program are in place. A comprehensive system will be updated yearly.

- b. Initiative 7(b): Develop and fully implement CoEE research centers to focus SCCP activity and resources. Develop strategic alliances for collaborative research with scientists and practitioners in other colleges and universities.
 - Action: Create a comprehensive plan to develop and implement research centers supported through HSSC and CoEE.
 - Action: Create a CoEE / HSSC approved Center for Medication Safety
 - Indicators: Number and types of centers approved by HSSC and CoEE

Assessment: To date the approved centers are: Drug Discovery, Medication Safety and Efficacy, and Stroke.

- c. Initiative 7(c): SCCP research is guided by strategic planning to identify opportunities and use resources most effectively.
 - Action: Develop a comprehensive research plan to focus efforts, faculty hiring, and strategic collaborations.
 - Indicators: Three-year plan in place
 - Assessment: A plan was developed in 2006 and continues to be updated.

8. Become recognized nationally for pharmacoepidemiology, outcomes research, pharmacotherapeutics, pharmacy education research, and research advancing the role of pharmacists in health care.

The SCCP has a unique opportunity to contribute to applied research through population-based work that addresses epidemiology and economics, as well as to study new disease treatment or preventive approaches, and study pharmacists roles in the health care system. Some of this research is necessary to test the research products from basic pharmaceutical sciences. Research related to pharmacy education is necessary to continually improve instruction.

- a. Initiative 8(a): Hire the best faculty who can succeed in a clinical or translational research environment.
 - Action: Create a faculty recruitment plan to identify the types of faculty needed and methods to attract them.
 - Indicators: Number of faculty hired in these areas.
 - Assessment: A faculty member in outcome sciences was hired this year and an additional faculty member is being recruited to GHS. A CoEE chair in medication safety and efficacy is being recruited.
- b. Initiative 8(b): Provide excellent support to SCCP faculty to develop expertise in the research areas above..
 - Action: Create and implement a faculty development plan to promote practice faculty involvement in clinical and translational research. This includes assessment of faculty and design of individual development plans.
 - Indicators: An up-to-date faculty development plan should be in place.
 - Assessment: Departmental and individual plans will need to be written to identify opportunities and goals for success in clinical and translational research.

9. Improve the practice of pharmacy and thus patient care in community, health-system, and other pharmacy settings in South Carolina.

The ultimate goal of a college of pharmacy is to improve the health of citizens. Improvements in the practice of pharmacy developed by SCCP faculty members will result in better educational programs and eventually improve the health of citizens through our graduates.

- a. Initiative 9(a): Develop programs to advance the practice of pharmacy in health-system and community pharmacies.
 - Action: Create and implement a plan to enhance the education of pharmacy students in health systems to meet the current and future pharmaceutical care needs.
 - a. Develop a curricular track in advanced health-systems based pharmacy practice.
 - Action: Create and implement a plan to enhance the education of pharmacy students in community pharmacies to meet the current and future health care needs.
 - a. Develop a curricular track in advanced community pharmacy practice.
 - Indicators: Advanced clinical tracks for health-system and community pharmacy should be developed.
 - Assessment: Laboratory and experiential education in health-system pharmacy has been expanded. Curricular tracks have been developed and approved for health-system pharmacy (pre-residency) and community pharmacy.

- b. Initiative 9(b): Develop partnerships with external institutions to expand experiential program and faculty practice opportunities.
 - Action: Establish partnerships with health-system organizations to co-fund faculty and expand experiential and practice opportunities.
 - Indicators: Number of new partnerships established, the goal is two this year.
 - Assessment: Two partnerships currently being negotiated.

- c. Initiative 9(c): Develop postgraduate education programs to foster continuing professional development of pharmacists in the state, using latest ACPE guidelines and other national standards.
 - Action: Develop a continuing professional development model for pharmacists in the state.
 - Indicators: Number of certificate programs offered
Number of CEUs provided per year
Number of pharmacists participating in College continuing education
 - Assessment: A thorough plan for continuing education activities is being developed. The current CE program is active and ACPE accredited.

10. Communicate effectively with internal and external stakeholders regarding pharmaceutical issues, SCCP goals, programs, and events.

Communication is essential for the SCCP to achieve its goals. Communication to students, faculty, staff, the University community, alumni, government officials, and state citizens is mandatory to assure that key stakeholders are well informed about the SCCP mission and provide support for the mission.

a. Initiative 10(a): All internal stakeholders will be fully informed about the SCCP.

- Action: Create an effective communication plan for students, faculty, and staff.
- Action: Produce and deliver distinct newsletters/Web presence to inform internal constituents about the SCCP

Indicators: >75% of faculty and staff indicate by survey that they are adequately informed about the SCCP

Assessment: A communications plan has been created and implemented. The College employs a full-time director of communications. A communication survey has not yet been performed.

b. Initiative 10(b): External stakeholders will be fully informed about the SCCP.

- Action: Create and implement an effective communication plan for external stakeholders.
- Action: Produce newsletters, College magazine, media packets, articles, op/ed pieces, Web presence, for alumni, professionals, speakers forum, other academic institutions, general public
- Action: Participate in “live” professional programs to disseminate information to all stakeholders across the state of SC.
- Action: Invite stakeholders to College sponsored activities (homecoming, white coat ceremony, convocation, etc) for face to face conversations.

Indicators: >75% of external stakeholders indicate by survey they are adequately informed about the SCCP

Assessment: A communications plan has been created and implemented. External stakeholders have not yet been surveyed.

11. Develop donor and alumni programs to increase external support of SCCP education, research, and academic programs.

a. Initiative 11(a): Secure increased private philanthropy through major, planned and annual gifts from individuals, corporations and foundations.

- Action: Create an annual development plan that outlines specific dollar goals, priorities/projects, and tactics.
- Indicators: Reach dollar goals and other metrics set forth in annual plan, with a long term objective of increasing giving by approximately 10% each year. The number of new donors should increase by 5% this year.

Assessment: Total gifts to the SCCP in FY07-8 was \$1,442,604. A new Director of Development was hired for the MUSC campus.

12. Ensure a high degree of interaction with and support of state and national pharmacy organizations.

- a. Initiative 12 (a): Promote the SCCP and the profession of pharmacy ensuring significant interaction between SCCP administration, faculty, and students with state and national pharmacy organizations.
- Action: Assess current level of participation of faculty in pharmacy organizations.
Indicators: Number of faculty, administrators and students who are members, provide service (committee membership), or hold elected office in pharmacy organizations at state and national levels
 - Action: Encourage faculty and student participation in state and national organizations as necessary.
Indicators: Greater than 75% of practice faculty are members of pharmacy organizations at state or national levels; at least 40% are engaged in service or leadership activities.
Assessment: pending

C. Summary of International Dimension

The College recognizes the importance of international representation for teaching and research. Also, the pharmaceuticals market is increasingly international in scope and pharmacy education is becoming more global as other countries adopt the US doctor of pharmacy standards for education. International collaboration can lead to research collaboration and serve as a good source of graduate students.

The College has established international affiliations. We have concluded an agreement for faculty and student exchanges between the SCCP and Misr International University (MIU) in Cairo, Egypt. Three faculty members have visited MIU to teach, and graduate students visited from MIU to USC in 2007 and 2008. A summer session at MIU has been organized for summer 2009 and we plan to send from 2-6 USC-campus students to MIU. One or two MIU students will attend classes at the USC campus this fall. We anticipate that some MIU students will eventually become graduate students in our program.

We also have a collaborative arrangement with a pharmacy college in Lyon France for student exchanges and one Lyon student visited the MUSC campus for 8 months in 2008. Currently two students from the University of Copenhagen are on the MUSC campus for a 9-month visit.

II. Funding

Potential sources of new revenue:

- Tuition due to transition of all professional classes from USC College of Pharmacy to South Carolina College of Pharmacy.
- Pharmaceutical and Biomedical Sciences increases in sponsored research funding due to addition of endowed chairs, junior faculty, post docs, etc. In addition, maturation of current faculty will contribute to increased funding.
- Contributions from alumni, corporations, foundations due to development activities.

- New clinical service contracts with health care organizations (Spartanburg Regional Medical Center).
- Clinical Pharmacy and Outcome Sciences increases in sponsored research funding resulting from faculty development and recruitment activities.
- A new BS degree program in pharmacy studies.

Faculty Hiring (USC Campus only)

Number of full-time faculty hired for AY 2008-2009 (FTE)

Dept of Pharmaceutical and Biomedical Sciences -	3
Dept. of Clinical Pharmacy and Outcome Sciences –	2.5

Number of post-doctoral scholars –

Anticipated losses of faculty over next 5 years

2009 –	(1) retirement, (2) resignation
2010 –	(1) retirement
2011 –	(0)
2012 –	(0)
2013 -	(0)

Number of FEI 2007-2008

Applications –	(2)
Approved –	(0)

Number of CoEE 2008-2009

Applications –	(1)
Approved –	(1)

Number of Centenary Plan 2008-2009

Applications –	(0)
Approved –	