2019-2023 STRATEGIC PLAN
HARRISON SCHOOL OF PHARMACY
FROM THE DEAN

In the Harrison School of Pharmacy, we believe in work, hard work. All of our hard work is focused on creating a better, healthier life for the citizens of Alabama and beyond. Our core values—inspiration, innovation, and transformation—guide us in our important tasks of educating the next generation of pharmacists, conducting research to benefit human health, and improving the health care system.

The Strategic Plan described in this document outlines a bold vision for the School’s future with four strategic priorities. Our priorities are to become the leading destination for outstanding Doctor of Pharmacy and Graduate Students, to engage in vital research that addresses critical societal issues, to provide outstanding pharmaceutical care to patients, and to create an empowering culture of community and excellence within our School.

The Auburn Family is the foundation that makes Auburn University special. This is especially true in the Harrison School of Pharmacy where our Family includes amazing students, faculty, staff, and alumni. Every member of our HSOP family is changing the world in important ways every day and I am so very excited to be a part of it. I hope you will join us as we commit to the priorities outlined in the Strategic Plan. Working together as a Family of pharmacists, researchers, educators, and business leaders, we can achieve the ambitious goals in our Strategic Plan and have an even more positive impact on our communities, state, and nation.

I believe in Auburn and love it.

WAR EAGLE!

Richard Hansen, PhD
### Strategic Priority: Academic Programs

**Goal:** Enhance student success through a dynamic and positive learning experience

**Metrics:** By 2022, there will be at least 95% agreement on every item in the annual AACP Graduating Student Survey

Create a culture of engagement for all students that fosters active involvement with other students, professional colleagues, and the community

**Metrics:** Between 2019 and 2022, there will be a 25% increase in student participation in selected activities such as Legislative and advocacy activities, student events, service activities, and interprofessional education activities

**Goal:** Implement and refine the Practice Ready Curriculum as the leading approach to pharmacy education

**Metrics:** By 2024:
- HSOP NAPLEX & MPJE pass rates and mean scores will exceed State and National results
- Applications per available seat will exceed the ratio of our peer comparison schools
- Increases in Residency applications and match rates

Develop a formalized, data-driven, and continual process to revise the Practice-Ready Curriculum including both instructional and assessment activities

**Metrics:** By 2020, a data-driven comprehensive course review and revision process will be developed

**Goal:** HSOP graduate programs will be a leading destination for graduate education in pharmacy

**Metrics:** From 2021, there will be at least 95% agreement of all items on the Graduate Student Exit Survey

Explore new graduate program degree tracks, including an MS/PhD in clinical and translational research

**Metrics:** By 2021, complete a market and programmatic assessment

Develop and implement programs to facilitate recruitment of a qualified and diverse student body

**Metrics:** By 2022, the School will implement at least 2 early assurance admission programs; implement at least 1 diversity-focused 3+4 or early assurance program; and fund at least 2 new diversity-focused scholarships

Shorten time to degree and overall cost of pharmacy education

**Metrics:** By 2022, the school’s time to degree and overall cost of a PharmD will be less than the means of our peer comparison schools, while the school’s retention rate will be higher than peer schools

### Strategic Priority: Research

**Goal:** Improve National ranking by growing the School’s extramural funding portfolio

**Metrics:** By 2023, be among top 30 Pharmacy Schools in the US in research funding

Increase the number of high impact scholarly publications by HSOP faculty

**Metrics:** By 2023, increase total faculty by 6 and research-active funded faculty to 31 (44% active)

Increase the number of research-active funded investigators

**Metrics:** By 2023, increase total faculty by 16 and research-active funded faculty to 43 (50% active)

Develop a “works in progress” forum to provide faculty with critical peer feedback that will improve the quality of publications

**Metrics:** In 2019, a regular works in progress meeting will be convened

Establish externally funded institutional career development programs

**Metrics:** By 2023, secure at least one institutional T grant, at least one...
### Strategic Priority: Outreach

**Goal:** Enhance relationships with HSOP alumni and stakeholders through development of innovative practice models

**Metrics:**
- By 2023, develop shared faculty positions with strategic partners and demonstrate critical support for growing stakeholder residencies
- Create formal infrastructure for faculty research development and grant writing
- By 2020, implement a mentored research and grant writing sequence for faculty

### Co-Curricular Education

**Goal:** Develop and implement an innovative and flexible co-curricular education that supports development of the affective domain in all HSOP student pharmacists

**Metrics:**
- By 2021, fully implement the co-curricular plan; student participation in organizations and community service; ACPE compliance with co-curricular standard
- By 2020, create a 5 and 10-year infrastructure plan that fuels innovative research
- By 2021, the school will complete a Research Needs Assessment to define required equipment, facilities, and personnel

### Critical Infrastructure

**Goal:** Dynamically respond to pre-award and post-award needs of investigators

**Metrics:**
- By 2020, 100% of respondents will report they are satisfied with the School’s response on an annual survey of investigators
- By 2020, implement a mentored research and grant writing sequence for faculty
- By 2021, the school will complete a Research Needs Assessment to define required equipment, facilities, and personnel

### Practice Innovation

**Goal:** Grow the number of graduate students and post docs to support research funding

**Metrics:**
- By 2023, HSOP will have more than 80 MS and PhD students and more than 10 post docs
- By 2020, expand current HSOP student organizations to include interprofessional membership, events, or experiences (as appropriate).
- By 2023, develop and implement interprofessional certificate programs, elective courses, and other IPE opportunities

### IPE & Training

**Goal:** Strategically develop strong relationships with healthcare colleges and schools with which HSOP may partner to develop and implement exemplary interprofessional education (IPE) models

**Metrics:**
- By 2023, offer a broad range of IPE didactic and experiential activities and ensure these are adequately tracked throughout the curriculum
- By 2020, 100% of respondents will report they are satisfied with the School’s response on an annual survey of investigators
- By 2023, HSOP will have more than 80 MS and PhD students and more than 10 post docs
- By 2023, integrate technology into the IPE core in order to provide opportunities for students in various regions to take advantage of distant IPE experiences (such as transplant, oncology, etc.)
- By 2023, expand the reach and impact of programs offered by Pharmacy Health Services; increase the capacity and number of funded studies conducted within PHS

### Alumni Affairs

**Goal:** Increase alumni participation and engagement in didactic coursework, experiential education, student mentoring, and research

**Metrics:**
- By 2020, develop and implement patient care services at the Boykin Center
- By 2023, facilitate implementation of financially sustainable practice models with key partners
- By 2020, incorporate pharmacy students and residents into interprofessional community outreach programs
- By 2023, assist stakeholders with the evaluation and integration of healthcare technology such as telemedicine into their practice sites
- By 2023, expand the reach and impact of programs offered by Pharmacy Health Services; increase the capacity and number of funded studies conducted within PHS

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Institutional grants, and at least two individual K grants.
**Professional Development**

**Goal:** Expand and increase professional development opportunities for pharmacists, other healthcare providers, and lay audiences provided through HSOP and/or by HSOP faculty and staff.

**Metrics:** By 2023, increase the quantity, quality, and reach of CE provided by HSOP.

**Goal:** Develop and implement reimbursement models for clinical services to serve as a practice foundation for HSOP graduates and to generate clinical revenue.

**Metrics:** By 2023, increase the amount of clinical revenue generated by HSOP faculty, residents, and fellows.

**Goal:** Increase HSOP branding and public awareness of outreach provided through HSOP.

**Metrics:** By 2023, increase OCM publications, social media posts, television interviews, and other communications.

**Service to the Profession**

**Goal:** Provide support for professional advocacy within the state and the nation.

**Metrics:** By 2023, provide support from HSOP faculty, staff, and students for the passage of collaborative practice act (CPA) legislation.

**GOAL**

**METRICS**

- By 2023, increase the quantity, quality, and reach of CE provided by HSOP.
- By 2023, demonstrate a positive financial impact through diversification of HSOP CE programs.
- By 2023, provide support from HSOP faculty, staff, and students for the passage of collaborative practice act (CPA) legislation.
- By 2023, increase the amount of clinical revenue generated by HSOP faculty, residents, and fellows.
- By 2023, increase OCM publications, social media posts, television interviews, and other communications.

**Faculty \\ Staff**

**Goal:** Recruit, retain, reward, and recognize the best faculty and staff for every position within the School.

**Metrics:** By 2021 a comprehensive plan to recruit, retain, reward, and recognize faculty and staff will be developed and implemented.

**Leadership**

**Goal:** Provide leadership training for all personnel with administrative appointments.

**Metrics:** By 2025, all HSOP personnel with administrative appointments will have participated in at least 2 internal or external leadership training activities.

**Goal:** Develop a plan and fundraising goals to support the infrastructure in facilities.

**Metrics:** By 2020, a development plan and fundraising goals to support upgraded infrastructure and new facilities will be developed and implemented.

**Facilities**

**Goal:** Renovate existing space for programmatic needs while still occupying the Walker Building.

**Metrics:** By 2023, the renovations to the Walker building necessary for programmatic needs will be complete.

**GOAL**

**METRICS**

- By 2021 a comprehensive plan to align incentives with objective productivity measures will be developed and implemented.
- By 2020, the school's workload document will be revised and implemented.
- By 2020, HSOP will develop and implement a program to collect and disseminate faculty activities and accomplishments on a regular basis.
- By 2021, a school-wide training and mentoring plan and a leadership development pathway will be developed.
- By 2021, update and implement the School’s Diversity Plan and ensure its alignment with the University's Strategic Diversity Plan.
- By 2023, the Harrison School of Pharmacy will have developed a comprehensive Learning Environment Plan and created at least 3 specific spaces that make up part of the plan.
- By 2023, the renovations to the Walker building necessary for programmatic needs will be complete.
Create flexible and sharable workspaces, including informal meeting areas, within the Walker Building to foster innovative faculty work models and enable increased interaction and collaboration.

**GOAL**
Expand and promote international opportunities

**METRICS**
By 2022, the School will implement at least 1 new international program and sponsor at least 4 international faculty exchanges.

**GOAL**
Enhance communication and marketing around all HSOP programs

**METRICS**
By 2022, a School-Wide marketing and communication strategy will be developed and implemented.

Increase the number of contact points with alumni and key stakeholders to increase awareness of and engagement with programmatic activities

**METRICS**
By 2022, a School-Wide strategy for increasing awareness of and engagement with programmatic activities by alumni and key stakeholders will be developed and implemented.

Explicitly identify and reward changes that improve operational efficiencies, foster flexibility, reduce burnout, and encourage active and healthy lifestyles

**METRICS**
By 2022, a School-Wide Work-Life Balance plan will be developed and implemented.

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AUBURN UNIVERSITY
HARRISON SCHOOL OF PHARMACY

MAKING MEDICATIONS WORK THROUGH
INNOVATIVE RESEARCH, EDUCATION, AND PATIENT CARE

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