VISION
To be a global destination for pharmacy education, a hub of educational innovation, a leader in impactful research and scholarship, and a driver of new clinical practice models that transform patient and health systems outcomes.

MISSION
To serve the citizens of Alabama through education, research, and patient care that have a direct, positive impact on human health and wellness.

STRATEGIC PRIORITY ACADEMIC PROGRAMS
Create an innovative and inspiring learning environment that establishes the college as the leading destination for outstanding Doctor of Pharmacy and Graduate Students.

STRATEGIC PRIORITY RESEARCH
Engage in cutting-edge research that improves peoples’ lives, addresses critical societal issues, creates new knowledge & products, and generates research funding.

STRATEGIC PRIORITY OUTREACH
Deliver outstanding pharmacy services and patient care and foster innovative practice models and partnerships to transform the Health Care System.

STRATEGIC PRIORITY FACULTY AFFAIRS AND STRATEGIC INITIATIVES
Establish a culture of community that empowers faculty and staff to become leaders, achieve professional excellence, and attain personal fulfillment.
LEARNING CULTURE

**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

CURRICULUM

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

**METRICS**
By 2024:
- HCOP 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 colleges
- 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

GRADUATE PROGRAMS

**GOAL**
HCOP 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

ADMISSIONS

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

**METRICS**
By 2022, the college will implement at least 2 early assurance admission programs; implement at least
STRATEGIC PRIORITY
RESEARCH

GOAL
Improve national ranking by growing the college’s research funding portfolio

METRICS
By 2023, be among top 30 pharmacy colleges in the US in research funding
By 2028, be among top 10 Pharmacy colleges in the US in research funding

GOAL
Increase the number of high impact scholarly publications by HCOP faculty

METRICS
Between 2019 & 2022, the college will:
  • Increase No. of publications by 15%
  • Increase average impact factor of journals published in by 0.5
  • Increase the average h-index score of faculty by 0.5

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

GOAL
Establish externally funded institutional career development programs

METRICS
By 2023, secure at least one institutional T grant, at least one

By 2022, the college’s time to degree and overall cost of a PharmD will be less than the means of our peer comparison colleges, while the college’s retention rate will be higher than peer colleges

1 diversity-focused 3+4 or early assurance program; and fund at least 2 new diversity-focused scholarships

By 2028, be among top 10 Pharmacy colleges in the US in research funding
By 2028, increase total faculty by 16 and research-active funded faculty to 43 (50% active)
Enhance relationships with HCOP alumni and stakeholders through development of innovative practice models

By 2023, develop shared faculty positions with strategic partners and demonstrate critical support for growing stakeholder residencies

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

By 2021, fully implement the co-curricular plan; student participation in organizations and community service; ACPE compliance with co-curricular standard

Create formal infrastructure for faculty research development and grant writing

By 2020, implement a mentored research and grant writing sequence for faculty

Dynamically respond to pre-award and post-award needs of investigators

By 2020, 100% of respondents will report they are satisfied with the college’s response on an annual survey of investigators

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

By 2023, HCOP will have more than 80 MS and PhD students and more than 10 post docs

By 2021, the college will complete a Research Needs Assessment to define required equipment, facilities, and personnel

By 2020, implement a mentored research and grant writing sequence for faculty

By 2021, fully implement the co-curricular plan; student participation in organizations and community service; ACPE compliance with co-curricular standard

By 2020, 100% of respondents will report they are satisfied with the college’s response on an annual survey of investigators

By 2023, HCOP will have more than 80 MS and PhD students and more than 10 post docs

Institutional K grant, and at least two individual K grants
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<tr>
<th>IPE &amp; TRAINING</th>
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<tbody>
<tr>
<td><strong>GOAL</strong></td>
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<tr>
<td>Develop, implement, and evaluate innovative, integrated, and interprofessional practice sites</td>
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<tr>
<td>By 2023, facilitate implementation of financially sustainable practice models with key partners</td>
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<td>Enhance collaborative programs with key health care partners in the region</td>
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<td>Implement and disseminate innovative use of technology in patient care</td>
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<td>Embrace Clinical Health Services as the flagship HCOP model for patient care, education, reimbursement models, education, and research in the ambulatory setting</td>
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<th>ALUMNI AFFAIRS</th>
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<td><strong>GOAL</strong></td>
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<tr>
<td>Strategically develop strong relationships with healthcare colleges and colleges with which HCOP may partner to develop and implement exemplary interprofessional education (IPE) models</td>
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<td>By 2020, expand current HCOP student organizations to include interprofessional membership, events, or experiences (as appropriate).</td>
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<td>By 2023, develop and implement interprofessional certificate programs, elective courses, and other IPE opportunities</td>
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<td>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.)</td>
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<td>Increase alumni participation and engagement in didactic coursework, experiential education, student mentoring, and research</td>
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<tr>
<th>PROFESSIONAL DEVELOPMENT</th>
<th>GOAL</th>
<th>METRICS</th>
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<tr>
<td><strong>Goal</strong></td>
<td>Expand and increase professional development opportunities for pharmacists, other healthcare providers, and lay audiences provided through HCOP and/or by HCOP faculty and staff</td>
<td><strong>Metrics</strong></td>
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<tr>
<td><strong>Goal</strong></td>
<td>Provide support for professional advocacy within the state and the nation</td>
<td><strong>Metrics</strong></td>
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<tr>
<td><strong>Goal</strong></td>
<td>Develop and implement reimbursement models for clinical services to serve as a practice foundation for HCOP graduates and to generate clinical revenue</td>
<td><strong>Metrics</strong></td>
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<tr>
<td><strong>Goal</strong></td>
<td>Increase HCOP branding and public awareness of outreach provided through HCOP</td>
<td><strong>Metrics</strong></td>
</tr>
<tr>
<td><strong>Goal</strong></td>
<td>Recruit, retain, reward, and recognize the best faculty and staff for every position within the college</td>
<td><strong>Metrics</strong></td>
</tr>
<tr>
<td><strong>Goal</strong></td>
<td>By 2021 a comprehensive plan to recruit, retain, reward, and recognize faculty and staff will be developed and implemented</td>
<td><strong>Metrics</strong></td>
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**STRATEGIC PRIORITY**

**FACULTY AFFAIRS AND STRATEGIC INITIATIVES**
### Leadership

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<th>Goal</th>
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<tr>
<td>Develop a plan and fundraising goals to support the infrastructure in facilities</td>
<td>By 2020, a development plan and fundraising goals to support upgraded infrastructure and new facilities will be developed and implemented</td>
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<tr>
<td>Provide leadership training for all personnel with administrative appointments</td>
<td>By 2023, all HCOP personnel with administrative appointments will have participated in at least 2 internal or external leadership training activities</td>
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<tr>
<td>Provide formal leadership development pathways for faculty and staff with leadership aspirations</td>
<td>By 2023, all HCOP personnel with administrative aspirations will have a leadership development pathway developed</td>
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<tr>
<td>Create a diverse and inclusive workplace that fosters dialog, understanding, unity, and growth</td>
<td>By 2021, update and implement the college’s Diversity Plan and ensure its alignment with the University’s Strategic Diversity Plan</td>
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### Facilities

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<tr>
<th>Goal</th>
<th>Metrics</th>
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<tr>
<td>Create a flexible, unique, and engaging student learning environment that positions the Harrison College of Pharmacy as THE destination for pharmacy education</td>
<td>By 2023, the Harrison College of Pharmacy will have developed a comprehensive Learning Environment Plan and created at least 3 specific spaces that make up part of the plan</td>
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<tr>
<td>Renovate existing space for programmatic needs while still occupying the Walker Building</td>
<td>By 2023, the renovations to the Walker building necessary for programmatic needs will be complete</td>
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</table>
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. By 2022, at least one flexible and sharable workspace or informal meeting area within the Walker Building will be completed.

**GOAL**

Enhance communication and marketing around all HCOP programs.

**METRICS**

By 2022, a college-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.

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

**GOAL**

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

**METRICS**

By 2022, a college-wide Work-Life Balance plan will be developed and implemented.

Expand and promote international opportunities.

**METRICS**

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

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. By 2022, at least one flexible and sharable workspace or informal meeting area within the Walker Building will be completed.