

RESEARCH.  
TEACHING.  
OUTREACH.



AUBURN UNIVERSITY  
Harrison College of Pharmacy

HARRISON COLLEGE OF PHARMACY  
**2019-2023 STRATEGIC PLAN**

# VISION

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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

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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

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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

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



## STRATEGIC PRIORITY OUTREACH

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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

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Establish a culture of community that empowers faculty and staff to become leaders, achieve professional excellence, and attain personal fulfillment.



## STRATEGIC PRIORITY ACADEMIC PROGRAMS



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

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

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

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

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

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

## 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

Increase the number of research-active funded investigators

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

By 2028, increase total faculty by 16 and research-active funded faculty to 43 (50% active)



### 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

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

institutional K grant, and at least two individual K grants



Create formal infrastructure for faculty research development and grant writing

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

**GOAL**

Develop a 5 and 10-year infrastructure plan that fuels innovative research

**METRICS**

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

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

**STRATEGIC PRIORITY OUTREACH**

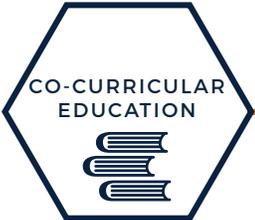


**GOAL**

Enhance relationships with HCOP 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



**GOAL**

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

**METRICS**

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



**GOAL**

**METRICS**

Develop, implement, and evaluate innovative, integrated, and interprofessional practice sites

By 2020, develop and implement patient care services at the Boykin Center

By 2023, facilitate implementation of financially sustainable practice models with key partners

Enhance collaborative programs with key health care partners in the region

By 2020, incorporate pharmacy students and residents into interprofessional community outreach programs

Implement and disseminate innovative use of technology in patient care

By 2023, assist stakeholders with the evaluation and integration of healthcare technology such as telemedicine into their practice sites

Embrace Clinical Health Services as the flagship HCOP model for patient care, education, reimbursement models, education, and research in the ambulatory setting

By 2023, expand the reach and impact of programs offered by Clinical Health Services; increase the capacity and number of funded studies conducted within CHS



#### GOAL

Strategically develop strong relationships with healthcare colleges and colleges with which HCOP 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, expand current HCOP 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

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.)



#### GOAL

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

#### METRICS

Increase participation and promote the visibility of alumni engagement in guest lectures, presentations, and mentoring opportunities



Offer continuing education that is timely and focused on advancing innovative practice among alumni

By 2023, provide training relevant to board or disease certification, billing and reimbursement, as well as implementation of advanced practice models

**GOAL**

Expand and increase professional development opportunities for pharmacists, other healthcare providers, and lay audiences provided through HCOP and/or by HCOP faculty and staff

**METRICS**

By 2023, increase the quantity, quality, and reach of CE provided by HCOP

By 2023, demonstrate a positive financial impact through diversification of HCOP CE programs



**GOAL**

Provide support for professional advocacy within the state and the nation

**METRICS**

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



Develop and implement reimbursement models for clinical services to serve as a practice foundation for HCOP graduates and to generate clinical revenue

By 2023, increase the amount of clinical revenue generated by HCOP faculty, residents, and fellows

**GOAL**

Increase HCOP branding and public awareness of outreach provided through HCOP

**METRICS**

By 2023, increase OCM publications, social media posts, television interviews, and other communications

By 2023, increase the number of outreach posters, podium presentations, and other scholarly avenues of sharing work

**STRATEGIC PRIORITY  
FACULTY AFFAIRS AND STRATEGIC INITIATIVES**



**GOAL**

Recruit, retain, reward, and recognize the best faculty and staff for every position within the college

**METRICS**

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

Align incentives with expectations and objective productivity measures

By 2021 a comprehensive plan to align incentives with objective productivity measures will be developed and implemented

Modify the workload process (workload document) to provide a better, clearer, and more accurate representation of actual tasks

By 2020, the college's workload document will be revised and implemented

Develop a process for collecting and disseminating faculty activities and accomplishments on a weekly (or bi-weekly) basis

By 2020, HCOP will develop and implement a program to collect and disseminate faculty activities and accomplishments on a regular basis

Provide ongoing training and mentoring and a clear career path for all faculty and staff

By 2021, a college-wide training and mentoring plan and a career planning program will be developed and implemented

Create a diverse and inclusive workplace that fosters dialog, understanding, unity, and growth

By 2021, update and implement the college's Diversity Plan and ensure its alignment with the University's Strategic Diversity Plan



#### GOAL

Provide leadership training for all personnel with administrative appointments

#### METRICS

By 2023, all HCOP personnel with administrative appointments will have participated in at least 2 internal or external leadership training activities

Provide formal leadership development pathways for faculty and staff with leadership aspirations

By 2023, all HCOP personnel with administrative aspirations will have a leadership development pathway developed



#### 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

Create a flexible, unique, and engaging student learning environment that positions the Harrison College of Pharmacy as THE destination for pharmacy education

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

Renovate existing space for programmatic needs while still occupying the Walker Building

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

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

**GOAL**

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



**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







# AUBURN UNIVERSITY

Harrison College of Pharmacy

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

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