

HUCOP STRATEGIC PLAN 2018-2022 ALIGNING WITH HOWARD FORWARD PILLARS

MISSION:

The **mission** of Howard University as a comprehensive, research-oriented, predominantly African American university is to provide an educational experience of exceptional quality at reasonable cost to students of high academic potential. Particular emphasis is placed upon providing educational opportunities for African American men and women, and for other historically disenfranchised groups. Furthermore, Howard University is dedicated to attracting, sustaining, and developing a cadre of faculty who, through their teaching and research, are committed to producing distinguished and compassionate graduates who seek solutions to human and social problems in the United States and throughout the world.

VISION:

Howard University College of Pharmacy strives to be a premier University in teaching, learning, research, leadership, and service locally and globally.

CORE COMPETENCIES:

1. Holistic Teaching and Learning	To excel in teaching and learning by being a national leader in innovate approaches to learning by producing pharmacists at the forefront of culturally competent care and having students rank among the top 25% in standardized test performance
2. State of the Art Practice	To offer more residency and fellowship programs by increasing support of domestic and international pharmacy practice experiences while serving as the pharmacy practice center in the Washington DC Metropolitan area
3. Venerated Leadership	To enhance the college leadership pipeline by fostering local community-based leadership opportunities and enhancing local and national alumni engagement
4. Innovative Research	To strengthen research and infrastructure by facilitating research funding and enhancing graduate and professional student research
5. Exceptional Service	To attain national excellence in service by being a leader in domestic and international continuing pharmacy education programs

STRATEGIC GOALS:

Howard Forward Pillars	HUCOP Objectives	HUSB Committee Assignments
<p>1. ENHANCE ACADEMIC EXCELLENCE</p>		
<p>We will enhance academic excellence by supporting faculty, research and student development, academic rigor and retention through strategic recruitment and continuous improvement of academic programs</p>	<ul style="list-style-type: none"> 1a. Case based utilization 1b. Case based training 1c. Experiential field activities 1d. International rotation offerings 1e. NAPLEX pass rate 1f. PCOA percentile 1g. Peer Evaluations 1h. HU Outcomes 1i. Teaching grants 1j. CETLA trainings 1k. NAPLEX curricular map 1l. PCOA curricular map 1m. HU Outcome mapping 1n. Academic leadership fellows 1o. CETLA and leaders training 1p. Administrator responsibility training 1q. Student organization national office 1r. Faculty conference recognition 1s. Faculty clinical services 1t. URM postgraduate opportunities 1u. DC clinical practice experiences 1v. Career Center 1w. Non CETLA teaching training 	

2. INSPIRE NEW KNOWLEDGE		
<p>We will reward innovation in instruction, research, entrepreneurship, collaboration, and capacity building that maximizes our impact, and challenges, enlightens and inspires our faculty and students to change the world.</p>	<ul style="list-style-type: none"> 2a. Innovative teaching modalities 2b. Cultural Competence Certificate Program 2c. Research partnerships 2d. New investigator awards 2e. CE Program and workshop recognition 2f. CE invited speakers 2g. Pharm.D./Ph.D. program 2h. PGY2 residency program 2i. Clinical track program 2j. Certificate program emergency preparedness 	
3. SERVE OUR COMMUNITY		
<p>We will serve our diverse community with high impact outreach and collaborative partnerships across divisions and beyond campus borders, while cultivating an atmosphere of inclusivity, wellness, and civility.</p>	<ul style="list-style-type: none"> 3a. Faculty community service 3b. Staff community service 3c. Interdisciplinary community programs 3d. Interprofessional education community service 3e. DC Pharmacist Association Leadership 3f. Student organization service recognized 3g. Joint service day 3h. Under resourced countries capacity building 	
4. INCREASE EFFICIENCY & EFFECTIVENESS		
<p>We will improve efficiency and effectiveness with investments in upgraded technology and systems to promote process automation and strategic incentive programing for customer satisfaction metrics, while consistently delivering the highest quality products and services</p>	<ul style="list-style-type: none"> 4a. Student satisfaction IT 4b. Pharmacy simulation center 4c. OSA Tracking System 	

5. ACHIEVE FINANCIAL STABILITY		
<p>We will achieve financial sustainability through revenue diversification, process optimization, asset management, fundraising and investment in high return business opportunities, communicating in transparency and operating with accountability, all while being good stewards of our resources</p>	<ul style="list-style-type: none"> 5a. Alumni student engagement 5b. Alumni champions 5c. NTDP reunion 5d. Alumni giving 5e. Grant writer 5f. Core research lab 5g. Graduate student grant 5h. Increase grant funds annually 5i. Industrial partnership faculty research 5j. CE positions major associations 5k. International rotations room and board 5l. NIH grant training 	

STRATEGIC GOAL 1: ENHANCE ACADEMIC EXCELLENCE

OBJECTIVE	STRATEGIC INITIATIVES	SUCCESS CRITERIA	PERFORMANCE INDICATORS (include milestones for years 1-3)
1a. Case based utilization: case-based learning	Maximize effective use of case-based teaching methods	Document how many classes currently use case-based learning and provide faculty with the training and resources to consistently use cases	To have at least 90% of courses utilize case-based learning by 2020
1b. Case based training: train faculty cases	Maximize effective use of case-based teaching methods	Document how many classes currently use case-based learning and provide faculty with the training and resources to consistently use cases	Train faculty to conduct case-based teaching (consider teaching professor conference or equivalent) by 2018/2019
1c. International rotation offerings: Increase international rotations 20%	Promote provision of cross-cultural care throughout student's matriculation	Identify experiential sites with the capability to provide cross-cultural care and find ways to document the provision of these experiences	Increase the number of experiential field activities that promote practice and demonstration of skills in cross-cultural care 10% annually
1d. NAPLEX pass rate: Exceed national average NAPLEX pass rate	Achieve and maintain exemplary performance on the NAPLEX	Continue to document performance on NAPLEX for graduating students; determine what variables are predictive of poor NAPLEX performance; Continued provision of colloquium and Rx Prep or comparable during 4th year	To exceed the national average in first time NAPLEX pass rate annually by 2018 Provide 100% of student Applied Therapeutics by 2019 (P2-P4 by 2018)
1e. PCOA percentile: 50th percentile or higher on PCOA	Improve performance on the PCOA for all students taking the exam	Continue to document performance on PCOA for P2 and P3 students; determine what variables are predictive of poor PCOA performance	To have aggregate performance above the 50th percentile on the PCOA by 2022
1f. Experiential field activities: increase experiential field activities 10%	Promote provision of cross-cultural care throughout student's matriculation	Identify experiential sites with the capability to provide cross-cultural care and find ways to document the provision of these experiences	Increase the number of experiential field activities that promote practice and demonstration of skills in cross-cultural care 10% annually

OBJECTIVE	STRATEGIC INITIATIVES	SUCCESS CRITERIA	PERFORMANCE INDICATORS (include milestones for years 1-3)
1g. Peer Evaluations: 75% excellent or above	Enhance the process used in assessing the content and quality of instruction delivered to students through peer evaluation	Obtain approval on and implement a process to accommodate peer evaluation	For peer evaluations 75% of faculty achieve a rating of Excellent or above by 2020
1h. HU Outcomes: evaluate course on HU Outcomes	Enhance the process used in assessing the content and quality of instruction delivered to students through peer evaluation	Obtain approval on and implement a process to accommodate peer valuation	To evaluate each course on the effectiveness of teaching the HU Outcomes (learned and intended outcomes) assigned to the course annually by 2018
1i. Teaching grants: 50% junior faculty teaching grants	Increase the amount of resources and training available to faculty for teaching through external, internal funding mechanisms	Introduce junior faculty to the process of applying for the HU teach program or other teaching related grants	To have at least 50% of junior faculty apply for HU Teach or other teaching related grants annually by 2019
1j. CETLA trainings: 50% complete CETLA trainings	Make adequate use of resources and training available to faculty for teaching through existing internal sources	Document the CETLA courses which are available to faculty members	To have at least 50% of faculty complete a CETLA training workshop annually by 2018
1k. NAPLEX curricular map: NAPLEX blueprint 2019	Align curricular content with nationally standardized exams	Obtain the content areas covered on the NAPLEX; make ensure faculty are trained on how to use Exam Soft	To develop a curricular map by 2019 to ensure that all major areas in the NAPLEX blueprint are covered
1l. PCOA curricular map: PCOA curricular map 2020	Align curricular content with nationally standardized exams	Obtain the content areas covered on the PCOA; make ensure faculty are trained on how to use Exam Soft	To develop a curricular map by 2020 to ensure that all major areas on the PCOA are covered
1m. HU Outcome mapping: Map ExamSoft 2019	Align curricular content with HU Outcomes	Obtain the content areas covered on HU Outcomes & make ensure faculty are trained on how to use Exam Soft	To map test questions on all major exams to the relevant HU Outcomes using Exam Soft by 2019

OBJECTIVE	STRATEGIC INITIATIVES	SUCCESS CRITERIA	PERFORMANCE INDICATORS (include milestones for years 1-3)
1n. Academic leadership fellows: Faculty enroll AACP leadership fellows 2020	Enhance leadership and professional development of faculty and administrators	Identify interested faculty and administrators for specific training opportunities; provide support in budget for application and incidental costs	To have at least one faculty member enroll in the AACP Academic Leadership Fellows Program by 2020
1o. CETLA and leaders training: administrator leadership training by 2019	Enhance leadership and professional development of faculty and administrators	Identify interested faculty and administrators for specific training opportunities; provide support in budget for application and incidental costs obtain schedule of training and place it on calendar	Have each administrator attend CETLA Chairs and leaders training by 2019
1p. Administrator responsibility training: Administrator training annually by 2018	Enhance leadership and professional development of faculty and administrators	Identify interested faculty and administrators for specific training opportunities; provide support in budget for application and incidental costs obtain schedule of training and place it on the calendar	Administrators attend training pertaining to their area of responsibility annually by 2018 (AACP, ASHP, APHA AAPS)
1q. Student organization national office: 4 students elected to national office by 2022	Encourage greater student participation in national professional organizations and increase student attendance at conferences and meetings	Identify students who possess excellent leadership skills and provide support and funding for them to attend national conferences Effectively communicate the requirement to engage in leadership positions while in pharmacy school	To attain national office election of at least 4 students in national professional organizations by 2022 after ensuring feasibility
1r. Faculty conference recognition: Faculty nominated to participate in conference	Increase opportunities for faculty to be recognized nationally and internationally as experts in their content area	Provide resources for faculty to attend national and international conferences if selected for presentation	To have at least one faculty member receive national or international recognition based upon nomination to present at a prestigious conference annually by 2018

OBJECTIVE	STRATEGIC INITIATIVES	SUCCESS CRITERIA	PERFORMANCE INDICATORS (include milestones for years 1-3)
1s. Faculty clinical services: 50% CAPS faculty implement services in HUH	Partner with Howard University Hospital to foster the PGY1 residency program	Strengthen partnership with CAPS faculty and leadership at HUH Pharmacy Department	50 percent of CAPS faculty implementing clinical services in HUH and providing learning experiences for pharmacy resident
1t. URM postgraduate opportunities: 8 underrepresented minorities postgraduate opportunities	Increase the number of public/private health policy and regulatory fellowships	Identify interested and qualified students early on and provide them with opportunities such as research and internships that allow them to be a competitive applicant	To produce at least eight underrepresented minorities annually that go on to a residency or fellowship program (industry, academia, ID) by 2018
1u. DC clinical practice experiences: Increase external sites in DC by 5%	Increase the number of local sites offering elective pharmacy practice experiences for students	Identify potential clinical sites in Washington D.C. including hospitals and clinics that employ clinical pharmacists and actively reach out to them to evaluate which ones would be ideal sites for students	To increase the number of external clinical sites in Washington DC by at least 5% each year
1v. Career Center: Establish career center 2022	Establish a career training center to ensure that students are competitive for the current and future job market	Determine the resources that should be offered in a career center and the breadth of careers that should be covered; Work out a staffing schedule	To establish a career center to help prospective graduates in identifying and applying for pharmacy careers by 2022
1w. Non CETLA teaching training: 10% faculty attend non CETLA training annually	Make adequate use of external resources and training available to faculty for teaching	Introduce faculty to activities that promote excellence in teaching and learning	At least 10% of all faculty attend teaching related (NON CETLA) annually by 2018

STRATEGIC GOAL 2: INSPIRE NEW KNOWLEDGE

OBJECTIVE	STRATEGIC INITIATIVES	SUCCESS CRITERIA	PERFORMANCE INDICATORS (include milestones for years 1-3)
2a. Innovative teaching modalities: Innovative formats for didactic courses	Increase the number of classes using cutting edge technologies and modalities	Determine the number of classes utilizing innovative teaching modalities.	To have at least 70% of didactic courses deliver two lectures using active learning or innovative teaching modalities/formats each semester by 2020
2b. Cultural Competence Certificate Program: Certificate program for culturally competent care students	Capitalize on the richly diverse population within the Washington metropolitan area to facilitate the development of training programs	Identify motivated faculty to establish certificate program and identify potential funding opportunities to facilitate this process	To develop a certificate program to train pharmacists in being able to deliver culturally competent care by 2021 (audience-students)
2c. Research partnerships: Establish and augment local research partnerships	Enhance the opportunities available for Pharm.D. students to engage in research	Identify local institutions and partners that are able to offer some type of real-world research experience and establish agreements with them	Establish partnerships and affiliations with at least two institutions within the DC metro area that are able to offer research opportunities for graduate students one by 2020 and the other by 2022
2d. New investigator awards: 50% of union faculty apply for new investigator awards	Have consistent participation of new faculty and staff in the identification and application for grant funding	Identify grants targeted towards junior faculty members and mentors to help guide them through the application process such as supplemental and developmental awards	To have at least 50% of junior faculty members apply for new investigator awards annually by 2018-2019
2e. CE Program and workshop recognition: Recognition as CE provider by 2021	Establish the College as a prominent institution for CE offering	Secure necessary documentation for being able to host and provide CE credits.	To achieve recognition of the college of pharmacy as provider of a CE program and workshop by 2021
2f. CE invited speakers: At least half of eligible parties invited for CE presentations	Establish the College as a prominent institution for CE speakers	Provide resources for faculty members to be recognized as subject matter expert	To have 50% faculty & administrators participate in CE workshops and seminars outside college as invited speakers annually by 2019

OBJECTIVE	STRATEGIC INITIATIVES	SUCCESS CRITERIA	PERFORMANCE INDICATORS (include milestones for years 1-3)
2g. Pharm.D./Ph.D. program: Establishment of dual doctoral degree program	Establish the College as the first HBCU with a PharmD/PhD program	Develop a competitive Pharm.D./Ph.D. curriculum and obtain necessary permissions and clearance from the graduate school and necessary authorities, recruit applicants for the program	Establish a Pharm.D./Ph.D. program by 2020
2h. PGY2 residency program: Development of advanced residency program	Partner with a health system in Washington DC to establish a PGY2 program in infectious disease, psychiatry and/or ambulatory care	Decide which specialty area would be most appropriate for the program and garner the necessary resources including personnel and sites to facilitate the offering of a strong PGY2 residency	Establish an accredited PGY2 residency program by 2022
2i. Clinical track program: Enhancement of applied clinical knowledge during rotations	Establish specialized tracks for advanced pharmacy practice experiences	Identification of what qualifies as a clinical rotation and sites with willing clinical faculty	To establish the first clinical track rotation program with esteemed partners by 2018
2j. Certificate program emergency preparedness: Certificate programs in College strengths	Serve as a premier provider of pharmacy certificate programs in the Washington DC metropolitan area	Determine the appropriate content to have in a certificate program and delineate the proper procedures for having this program to be certified; Determine the most opportune time to offer this program	To establish a certificate program in emergency preparedness and health policy and regulations by 2021

STRATEGIC GOAL 3: SERVE OUR COMMUNITY

OBJECTIVE	STRATEGIC INITIATIVES	SUCCESS CRITERIA	PERFORMANCE INDICATORS (include milestones for years 1-3)
3a. Faculty community service	Formally encourage faculty f to demonstrate service in the community and serve as examples to students	Provide faculty with opportunities to serve in the community; provide documentation system to track faculty and staff participation	Have at least 75% of faculty participate in at least one community service project per academic year by 2018
3b. Staff community service	Formally encourage staff to demonstrate service in the community and serve as examples to students	Provide staff with opportunities to serve in the community; provide documentation system to track faculty and staff participation	Have at least 75% of staff participate in at least one community service project per academic year by 2018
3c. Interdisciplinary community programs	Collaborate with other disciplines to provide interdisciplinary activities and programs	Establish partnerships with appropriate disciplines interested in provision of community service	Collaborate on interdisciplinary programs annually that serve a need within the community by 2020
3d. Interprofessional education community service	Collaborate with partners to provide inter professional activities and programs	Establish partnerships with appropriate disciplines interested in provision of community service	Host a community service based interprofessional program in conjunction with other health science students annually by 2021
3e. DC Pharmacist Association Leadership	Enhance leadership and professional development of faculty and administrators within local opportunities	Identify interested faculty and administrators for specific service opportunities; provide support in budget for application and incidental costs. Identify positions appropriate for faculty to pursue	Have at least one faculty member on the DC pharmacist association or another local pharmacy organization annually by 2018

OBJECTIVE	STRATEGIC INITIATIVES	SUCCESS CRITERIA	PERFORMANCE INDICATORS (include milestones for years 1-3)
3f. Student organization service recognized	Support and strengthen pursuit of national awards by student organizations	Provide student organizations with awards to apply for that are available for them at both regional and national levels	Have at least two student organizations received national recognition for exemplary service efforts annually by 2018.
3g. Joint service day	Increase opportunities for faculty to serve together	Identify appropriate times and venues for faculty and staff when it would be feasible to have a joint service day	To host a joint service day annually for faculty and staff by 2019
3h. Under resourced countries capacity building	Grant mechanisms dedicated to support of international programs; Sufficient infrastructure and technological capabilities	Expand the participation/ audience for grand rounds and secure grant support for packaged programs	Create a webinar series/workshop /certificate for under resourced countries to assist in clinical capacity building by 2021

STRATEGIC GOAL 4: INCREASE EFFICIENCY & EFFECTIVENESS

OBJECTIVE	STRATEGIC INITIATIVES	SUCCESS CRITERIA	PERFORMANCE INDICATORS (include milestones for years 1-3)
4a. Student satisfaction IT: Student attitudes towards infrastructure and facilities	Enhance technological infrastructure that facilitates outstanding teaching	Develop survey instruments to measure student satisfaction with facilities and find means to improve them	Achieve 75% student satisfaction with IT and general classroom resources by 2019
4b. Pharmacy simulation center: implementation of pharmacy specific simulation center	Increase the amount of resources of an advanced technological nature available to faculty for educational purposes	Identify grant mechanisms and opportunities for a simulation center	To seek and obtain funding for a pharmacy related simulation/community/care center by 2022
4c. OSA Tracking System: documentation system for faculty and staff participation in recruitment and leadership initiatives	Implementation of reliable systems to catalogue faculty and staff participation in recruitment activities and leadership opportunities	Identify and prioritize service opportunities to document faculty and staff participation	To implement a reliable system to track and document faculty and staff participation in OSA related events such as new student interviews, open house, and graduate fairs as well as applications for pursuit of regional or national office by 2018

STRATEGIC GOAL 5: ACHIEVE FINANCIAL STABILITY

OBJECTIVE	STRATEGIC INITIATIVES	SUCCESS CRITERIA	PERFORMANCE INDICATORS (include milestones for years 1-3)
5a. Alumni student engagement: Foster and maintain consistent alumni engagement with students	Provide opportunities to engage alumni with the students through the leadership lecture series and other notable programs	Establish regional hubs and leads for alumni engagement events	Have at least one program or event quarterly through which alumni can engage students by 2019
5b. Alumni champions: Establishment of alumni liaisons from graduating class	Strengthen relationships with the alumni association and HU alumni affairs/development office	Identify alumni champions for each class to maintain relationships with the college	Establish at least one alumni champion for each class beginning with the Class of 1975 by 2019
5c. NTDP reunion: Opportunities for NTDP students to unite	Leverage alumni resources to help strengthen the college community	Consider reunions for NTDP Program	Host a 10-year reunion for the appropriate NTDP graduating class starting with the Class of 2021
5d. Alumni giving - Tracking of alumni giving	Create a repository of distinguished alumni leaders	Implement the fundraising plan for the College	Establish a program to encourage and document dedicated giving from alumni leaders for specific causes by 2020
5e. Grant writer: hire individual to assist faculty with grant submission	Provide necessary personnel and training to support research endeavors	Determine desired qualifications and characteristics in grant writers and post the position	To hire a grant writer by 2020-2021
5f. Core research lab: support of essential items for grant writing in basic sciences	Provide appropriate space and equipment for research	List areas of need and opportunities for improvement with consumables and durable equipment; Prioritize based on need; Identify potential funding sources for the building, infrastructure, and equipment; Explore service agreements for vital research equipment	To have \$1 million in dedicated funds available specifically for a College of Pharmacy Core Research Lab

OBJECTIVE	STRATEGIC INITIATIVES	SUCCESS CRITERIA	PERFORMANCE INDICATORS (include milestones for years 1-3)
5g. Graduate student grant: grant funding for support of graduate students	Increase the funding and support of graduate students	Identify appropriate funding mechanisms and organizations and form strong collaborations to apply for them	To apply for and be awarded a grant that supports the graduate education of 5 graduate students by 2018-2019
5h. Increase grant funds annually: consistent growth in grant funds	Increase grant funding received by the College annually	Consistently track the level of funding achieved on an annual basis through Research and Administrative Services	To increase the annual grant funds acquired by 10% annually
5i. Industrial partnership faculty research: facilitate industry partners to support faculty research productivity	Facilitate productive and ongoing research partnerships	Identify industrial partners with a need for academic expertise and cultivate relationship with them	To secure at least one industrial partnership that supports faculty research by 2022
5j. CE positions major associations: partner with major associations to enhance profile of CE programs	Establish the College as a prominent institution for CE offering and speakers	Create a value proposition for alumni and external partners to obtain CE from Howard	Secure 3 CE sponsorships for external major associations by 2019
5k. International rotations room and board: increase access to international rotations with financial support	Increase access to international advanced pharmacy practice experiences	Determine how much it would cost for room and board at specific rotation sties and derive ways in which to secure the necessary funds	To explore the provision of room and board for students going on international rotations by 2021
5l. NIH Grant Training: Consistent faculty training in grant writing	Provide necessary training to support research endeavors	Actively support grant writing training for faculty (K awards, Junior training awards, workshops)	Encourage all faculty to attend NIH trainings yearly and annually have 50% attend grant writing workshops by 2019