Mission: To advance human health through excellence in collaborative research, scholarship, and clinical education, and to develop outstanding healthcare professionals and scientists.

Vision: To be a leader in advancing, promoting, and protecting human health.

Goal 1: To become a research active College of Pharmacy ranked nationally in the top 10.

Plan:
(A) Recruit faculty in genomics/genetics, drug discovery, quantitative systems biology, nutrition and clinical exercise physiology, and multidisciplinary health outcomes research/epidemiology (target: 15-20).
(B) Increase collaborative/interprofessional research grant submissions (target: TBD)
(C) Increase publications with improved impact factors (target: TBD)
(D) Ensure adequate research infrastructure to support all faculty (target funds: TBD)
(E) Recruit personnel to assist with research support (target: TBD).

Outcome metrics (benchmarks evaluated annually):
1. Number of faculty hires, diversity, location and department (A)
2. Extramural funding (NIH/NSF/other) and College ranking (A-C)
3. Extramural support for graduate students and applications submitted (B, C)
4. Current and future Departmental/COP impact factors for peer-reviewed presentations (with H-index for each faculty) (C)
5. Annual faculty survey concerning facilities and resources (D, E)
6. Faculty involvement in regional, local, state, national, and international meetings, as well as societies and professional organizations (B, C)
7. Number of Board of Director (BOD) positions, journal editorships, reviewer activities, and positions held in professional organizations (B, C)

Champions: Administration (Dean, Chairs, Senior Faculty) with regard to hiring/infrastructure; Scholarship activities are faculty-driven.

Funding: Estimated (salary, start-up, core): $18-22 million (potential cost-sharing with WWAMI) to assist incoming and current faculty.

Goal 2: To continuously improve and expand graduate education and training

Plan:
(A) Increase graduate student number (target: 75 students)
(B) Increase extramural graduate student support (target: TBD)
(C) Modify Graduate Program to improve research, scholarship and career placement of graduates (target: TBD)
(D) Formalize the graduate education process (target: TBD)
(E) Develop a PharmD/PhD track (target: TBD)

Outcome metrics (benchmarks evaluated annually):
1. Number of matriculated graduate students and grad student/faculty member ratio (goal=2.5) (A,B)
2. Number of PhD graduates (A,B)
3. PhD graduates of COP and positions gained (post-Doctoral, industry, academia) (A,B)
4. Research and scholarly work of graduate students (measured as a subset of metrics 1 and 3 in research) (A,B)
5. Fellowship application number and awards, and publications, as compared to number of graduate students (C)
6. Improve effectiveness of COP graduate program admissions process (A-C)
7. Graduate student to faculty ratios (A,C)
8. Expand and diversify Graduate Research Student Association (GRSA) (see also mentoring) (C)
9. Develop a rotation process with timelines (D)
10. Formalize the preliminary examination process including timeline and composition (D)
11. Establish guidelines for Graduate committee meetings (D)
12. Assess infrastructure needs for combined PharmD/PhD track (E)

Champions: Associate Dean for Graduate Education, Chairs, Faculty mentors, GRSA representatives

Funding: Phase-in decreasing costs to COP for Graduate support and increase support from extramural mechanisms (fellowships, core training grants, extramural PI support)

**Goal 3: To deliver outstanding professional education for tomorrow’s healthcare providers**

**Plan:**
(A) Maintain focus on the scholarship of teaching and learning, including Doctor of Pharmacy (PharmD) students, Nutrition and Exercise Physiology (NEP) undergraduates, and Master of Science Coordinated Program in Dietetics, Nutrition, and Exercise Physiology (MS CPDNEP) students (target:TBD)
(B) Novel curricular innovations (target: 100% of lecture courses employ one (or more) active learning strategies; others TBD)
(C) Implement PharmD Honors program with culminating research project (timeline: TBD).
(D) Increase professional student involvement in scholarship (grants, publications). (target: TBD)
(E) Increase research fellowship support for professional students (target: TBD)
(F) Increase residency affiliations; identify funding to support residencies, WSU affiliates and post-graduate experiences (target: TBD)

Outcome metrics (benchmarks evaluated annually):
1. Matriculation statistics of graduating professionals (A, F)
2. Number of students attaining certification or licensure, e.g., Registered Pharmacists (RPh), Registered Dietitians/Certified Dietitians (RD/CD), American College of Sports Medicine Clinical Exercise Specialist/Registered Clinical Exercise Physiologist (ACSM CES/RCEP) certification, and pass rates (A, F)
3. Number of PharmD students who gain clinical specialty fellowships, residencies, and board-certifications; number of NEP undergraduates matriculating to graduate school (A, C, F)
4. Student grants, grant submissions, fellowships and publications (C, D, E)
5. Curricular innovations implemented (e.g., simulation-based, technology, modular learning) (B)
6. Number of PharmD honors projects, publications (C)
7. Student satisfaction with training, and satisfaction of employers with caliber of graduates (A, F).
8. Number of students enrolled and satisfaction level with honors program as measured by survey (C)
9. Number of residencies and dollar amount of funding associated (A, F)
10. Participation in community educational activities (science outreach, including K-12), outreach in community health projects, especially targeted to underserved populations, and educational opportunities that engage and benefit local and regional communities (A, F).

Champions: Dean, Associate Dean for Professional Development, Associate Dean for Advancement, Chairs, Curriculum Committee

Funding: Identify infrastructure and incentives to fund student research at all levels

**Goal 4: To implement development and mentoring programs that ensure engaged, successful college members**

**Plan:**
(A) Develop a culture of mentoring in the COP that spans all educational strata, including faculty, research active graduate students, residents and undergraduates, and staff (target: TBD)
(B) Foster a comprehensive program of student advising (target: 100% student face-to-face advising appointments each semester; 100% of clinical/tenure-track faculty engaged in advising)

Outcome metrics (benchmarks evaluated annually):
1. Peer evaluation of teaching for faculty, graduate students, residents and fellows (A, B)
2. Apply metric 3-research (A, B)
3. Promotion attainment and timeframe (A)
4. Faculty retention assessed via faculty turnover rate (A)
5. Matriculation of undergraduate research-active students and associated publications and presentations at meetings (B)
6. Graduate student evaluation of mentoring (survey) (B)
7. Survey new hires concerning orientation goals/objectives (A)
8. Response rates for alumni surveys, correct contact information, and yearly contact number (A, B)
9. Advising metrics derived from Evalue (B)
Champions: Associate Dean for Development, Chairs, Graduate Students/Undergraduate Representatives

Funding considerations: Funds for mentoring will be required at all levels (travel, development workshops, invited speakers).

**Goal 5: To achieve a culture of diversity and organizational culture that promotes trust and respect among all College members**

**Plan:**
(A) Ensure that diversity and multicultural considerations are actively considered in recruitment, hiring and promotion of faculty and staff (target: TBD).
(B) Enhance interprofessional collaboration both within COP and the Health Sciences Community (local, regional, and national/international) (target: TBD)
(C) Acknowledge/respond to climate/morale concerns amongst faculty and staff (target: improve job satisfaction measures)
(D) Re-evaluate COP shared governance document (target: implement line management)

Outcome metrics (benchmarks evaluated annually):
1. Human resources statistics (A)
2. Collaborative development activities (integrated seminar, team teaching, etc) (B)
3. Scholarship (collaborative grants, publications-see metrics 1, 3-research) (B)
4. Employ AACP faculty survey to bring faculty salaries to at least the 50th centile nationally; assess staff salaries against national norms (also targeting at least the 50th centile). (C, D)
5. Chairs to examine departmental morale improvement algorithms to bring to executive committee for discussion/implementation (C).
6. Faculty/staff job satisfaction semi-annually in anonymous survey (C, D).

Champions: Dean, Assoc. Deans, Chairs, all COP members

Funding: Funding for integrated seminar series with GRSA input. Identify mechanisms for faculty/staff salary increases (e.g., tuition increase, other).