



DRAFT

Blueprint for Academic Excellence

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Executive Dean

I. Executive Summary

The South Carolina College of Pharmacy (SCCP) was formed in 2004 to integrate the Colleges of Pharmacy at the University of South Carolina (USC) and the Medical University of South Carolina (MUSC). Integration promotes the most efficient use of state resources to advance pharmacy education and research and provide for the pharmaceutical care needs of South Carolina.

The South Carolina College of Pharmacy vision statement is: “***Improving Health through Leadership and Innovation in Pharmacy Education, Research, and Patient Care.***” The College has defined an aspiration vision to achieve quality of programs comparable to “TOP-10” colleges of pharmacy. To achieve this vision we have implemented a comprehensive program called *SCCP Excellence*, which includes pillar goals, key performance measurement, behavioral standards, and individual performance assessment based on goals and measures.

A. Top 10 Pharmacy Colleges are (5 tied at #9) (a draft external benchmark report with top-10 colleges is attached)

University of California San Francisco	Purdue University
University of North Carolina--Chapel Hill	University of Arizona
University of Minnesota	University of Florida
University of Texas--Austin	University of Illinois-Chicago
Ohio State University	University of Maryland- Baltimore
University of Kentucky	University of Wisconsin--Madison
University of Michigan--Ann Arbor	University of Washington

Peer Institutions: (a draft external benchmark report with peer colleges is attached)

Auburn University
University of Colorado
University of Georgia
University of Mississippi
University of Tennessee
Virginia Commonwealth University

B. Colleges top strengths and important accomplishments in the last 5 years

- Achievement of full accreditation for SCCP and graduation of the first class of SCCP
- Increased NIH funding by 43% to \$7.5 million. Research faculty ranked # 3 in US in percent of FTE NIH funded and #17 for total NIH funding.
- Creation of the Center for Medication Safety and the Center for Tissue Death, Injury, and Regeneration.
- Pharmacy Residency training (MUSC Campus, # 1 in US in 2008)
- Recruitment of CoEE Chairs in Medication Safety and Drug Discovery

C. College Weaknesses and Plans for Addressing Weaknesses

- Small size of the graduate program: We plan to rebuild PhD in pharmaceutical outcomes and increase involvement in integrated biomedical graduate program
- Quality of distance education transmission / technology / classrooms: We will work with University IT to improve transmission and identify funds to upgrade classrooms.
- Status of non-tenure track faculty members: We will work with USC Provost office on key non-tenure track policies including revision of promotion policies.
- Diversity: At present, about 11% of the student body and only 2 of 75 faculty members are from underrepresented minority groups. The College has been implementing a Diversity Plan.

II. Goals

A. Long-term goals [The College has 10 long-term goals]

1. Education

- a. Provide the highest quality professional pharmacy education by instilling requisite knowledge, competencies and values in graduates of the Doctor of Pharmacy program
- b. Achieve graduate level research training programs leading to a PhD that are qualitatively and quantitatively comparable to TOP-10 pharmacy colleges
- c. Offer residency and postdoctoral training programs that are recognized among the best in the country.
- d. Achieve greater than 90% satisfaction with the Doctor of Pharmacy program and the SCCP by students, faculty, alumni, and employers.
- e. Become a nationwide model for interprofessional education in the doctor of pharmacy curriculum.

2. Research

- a. Increase the level of scholarship, particularly external research funding and the number of peer reviewed publications to be comparable with TOP-10 colleges of pharmacy
- b. Become recognized as a leader in discovering the molecular basis of disease, in the understanding of the actions of pharmaceutical agents, in developing new therapeutic agents, and in developing new vehicles for delivering drugs.
- c. Become recognized nationally for pharmacoepidemiology, outcomes research, pharmacotherapeutics, pharmacy education research, and research advancing medication safety and the role of pharmacists in health care.

3. Service and Outreach

- a. Communicate effectively with internal and external stakeholders regarding pharmaceutical issues, SCCP goals, programs, and events.
- b. Develop donor and alumni programs to increase external support of SCCP education, research, and academic programs.
- c. Attract and enroll highly qualified, motivated students from diverse backgrounds in the College's education programs.
- d. Promote entrepreneurialism through research, service, and education programs.
- e. Establish international partnerships that enhance our teaching, research and service missions.

B. Short-term goals

As a part of the SCCP Excellence Program, the College selected a series of "Pillar Goals" under the categories of PEOPLE, SERVICE, QUALITY, GROWTH, and FINANCE. The formal document is attached (Appendix xx) and the individual goals are listed below (with progress and plans). Progress with each goal is tracked with a specific performance measure.

People

- Faculty Satisfaction \geq 80%. For 2010 the rate was 77.3%. This is being addressed by faculty development programs, performance recognition awards, and achievement of full faculty hiring.

- $\geq 90\%$ of students, faculty, & staff feel the SCCP is welcoming to individuals with diverse backgrounds. 98.4% of students agreed or strongly agreed, 98% of faculty, and 80% of staff. We are implementing a College Diversity Plan (available upon request).
- $> 90\%$ of staff are satisfied with their job. In our 2010 staff satisfaction survey, 94% of the staff are satisfied with their job. Over the past few years we have reorganized staff duties and reporting structure, we added staff award recognitions, and included SCCP Excellence as part of the annual review process.
- Faculty and staff retention maintained at $\geq 93\%$ of current numbers. The faculty attrition rate for FY 2010 (departures not including retirements) was under 3%.

Service

- $\geq 90\%$ of our P1 – P3 students are satisfied with the SCCP Doctor of Pharmacy. For FY 2009-10 the percentage was 87.2. To increase student satisfaction we implemented a revised advisement process, improved the course handout policy, added a number of elective courses, and revised the curriculum.
- At least two faculty members serve in leadership roles in state or national organizations. Two faculty currently serve in state and national elected office.
- Improve faculty satisfaction with classroom technology to $\geq 70\%$. Each month we survey the faculty regarding satisfaction with classroom technology. The satisfaction rate ranges from 50-75% with 75% achieved in January 2011. We are working to upgrade classroom technology and renovate or replace distance education classrooms.
- Improve student satisfaction with classroom technology to $\geq 70\%$. For the questions, “The classroom technology allowed me to respond to instructor questions and ask questions as needed” and “The quality of the classroom technology (e.g. quality of transmission) met my needs for a learning environment “ the percent that agreed or strongly agreed were 50% and 66%, respectively. Based upon the student as well as the faculty responses about classroom technology, we are working to upgrade classroom technology and renovate the distant education classrooms.

Quality

- Achieve a $\geq 95\%$ pass rate on first time takers of the NAPLEX. The NAPLEX pass rate for the class graduating in May 2010 was 94.5%. We will develop a plan to increase the pass rate for the class of 2011.
- Achieve a 95% graduation rate within 4 years of starting the program. For the first class of the SCCP program, 95.4% graduated within four years of starting the program.
- On a scale of 1 to 5, achieve an average score of ≥ 4.2 that students feel the faculty member is an effective teacher. The average response was 4.38 for FY 2010.
- Complete the joint APT process. It is not yet completed. The Faculty Governance Committee has an advanced draft that is under consideration and will be put up for a faculty vote this semester.
- Increase the # of peer-reviewed publications to 1.35 / faculty member in 2011. For calendar year it was 79, 1.07 per faculty member. We will need to develop new strategies to increase this rate.
- Increase the # of students seeking a residency, fellowship, or graduate education to 20%. For the 2010 graduating class 39/183 applied for residency positions (21%) and 26/183 were matched (14.2%). We do not have data for fellowships and graduate programs. We continue to implement activities to encourage post-graduate education and training.

Growth

- Achieve a top 20 ranking in NIH funding for Colleges of Pharmacy. In FY 2009 the College was ranked 28th in NIH funding. This improved to 17th in 2010. Also, the percent of research faculty who are funded was 56%, ranking 3rd in the U.S.
- Increase the total amount of private funds received as gifts to 3 million. Last fiscal year \$31,781,000 was received in private gifts by the College. This included one \$30 million gift. The SCCP exceeded gifts to all other US colleges of pharmacy.

- The number of graduate students increased to 40 by 2012. This fiscal year the number of graduate students in the SCCP on both campuses is 35. We plan to reopen PhD in pharmaceutical outcomes and increase involvement in integrated biomedical graduate program
- Expand 3rd year of the Doctor of Pharmacy Curriculum to Greenville. This is being implemented for Fall 2011. The Accreditation Council for Pharmacy Education is conducting an on-site visit in April 2011 to assess the Greenville site.
- Establish international partnerships with two colleges of pharmacy to enhance student experiences, promote faculty exchanges, and develop research collaboration.

Finance

- Actual expenses will not exceed any revised budgets for FY2011. The College maintains a balanced budget.

Unit Statistical Profile

1. Number of entering freshman for classes Fall 2008, Fall 2009, and Fall 2010 and their average SAT and ACT scores.

	Pre-Pharmacy Cohort		
	# Students	SAT Avg	ACT Avg
Fall 2008	429	1159	25.3
Fall 2009	403	1160	24.6
Fall 2010	426	1160	25.1

2. Freshman retention rate for classes entering Fall 2008, Fall 2009, and Fall 2010.

No Information Available.

3. Number of Majors enrolled in Fall 2008, Fall 2009, and Fall 2010.

Semester	Pharm.D. (FTE)	Ph.D. (Headcount)
Fall 2008	110	9
Fall 2009	110	14
Fall 2010	110	19

4. Number of entering first professional and graduate students Fall 2008, Fall 2009, and Fall 2010 and average GRE/PCAT scores.

Semester	# Pharm.D. (FTE)	Pharm.D. Average PCAT Score (percentile)	Ph.D. (Headcount)	Ph.D. Average GRE Score
Fall 2008	110	66.34	0	NA
Fall 2009	110	64.34	1	570V/730Q/4.0A
Fall 2010	110	66.80	4	537V/653Q/3.875A

5. Number of graduates in Spring 2010 by level (first professional degree – Pharm.D., master's, doctoral) and placement of master's and doctoral students.

Doctor of Pharmacy graduates in spring 2010 = 107

Placement of individual graduates is unknown, however 60% work in community pharmacies, 25% work in health systems, and 15% do residency training.

Ph.D. graduates in Fall 2009 = 1 – Post-doctoral fellowship, Yale University

6. Four year graduation rate. (Doctor of Pharmacy – Pharm.D.).

Admitted Fall 2006, Graduation Spring 2010 = 96.4%

7. Total credit hours generated by College of Pharmacy for Fall 2009, Spring 2010, and Summer 2010.

Fall 2009	Spring 2010	Summer I 2010	Summer II 2010
7166	6871	1543	595

8. Number of undergraduate and graduate credit hours, stated separately, taught by tenured and tenured track faculty, by instructors, by non-tenure track faculty and by adjuncts.

No undergraduate credit hours taught in the College of Pharmacy.

Doctor of Pharmacy program taught by faculty on two campuses, USC and MUSC, by tenured, tenure track, and non-tenure track faculty.

Most courses are team-taught and at times, multiple instructors are in the classroom.

9. Number of faculty by title (tenure track by rank, non-tenure track by rank) for Fall 2008, Fall 2009, and Fall 2010.

Tenure Track - Tenured	Fall 2008	Fall 2009	Fall 2010
Professor		13/2	11/3
Assoc. Professor		9/7	9/6
Asst. Professor		4/5	4/5
Non-Tenure Track			
Professor		1/0	1/0
Assoc. Professor		2/3	2/3
Asst. Professor		9/16	9/17
Instructor		1/3	1/3

MUSC/USC

10. Total continuing education units generated for Fall 2009, Spring 2010, and Summer 2010.

Fall 2009: 82 hours
 Spring 2010: 171 hours
 Summer 2010: 75 hours

11. Percent of credit hours by undergraduate major, taught by full-time faculty.

NA

Scholarship, Research, and Creative Accomplishments

1. Numbers of publications in calendar years 2008, 2009, and 2010 by category.

Publication Type	CY 2008	CY 2009	CY 2010
Books	0	0	1
Book Chapters	2	4	29
Refereed Articles	24	37	59
Non-Refereed Articles	5	8	1

2. Number of research paper presentations at national or international conferences in CY 2010.

CPOS Department = 30

PBS Department = 10

Total = 40

3. List of national awards, scholarships, and fellowships awarded to faculty in CY 2010.

National Awards

Dr. Brandon Bookstaver - 2011 American College of Clinical Pharmacy (ACCP) New Educator Award

Dr. LeAnn Norris - New Practitioner Award; Hematology/Oncology Pharmacy Association (HOPA)

4. Number of performances and/or juried exhibitions at national or international venues in CY 2010.

NA

5. Summary of sponsored research activity to include grant applications submitted and awarded arranged by sponsoring agency for 2010.

Sponsor	Total # of Submitted Grant Applications	Total# of Submitted and Awarded Grant Applications	Amount Awarded
NIH	24	10	1,288,537
Univ. of Texas @Austin Pfizer, Inc.	1	1	24,900
Cubist Pharmaceuticals	1	1	21,099
Health Science SC	1	1	26,000
GlaxoSmithKline	1	1	10,600
Health and Human Services	2	2	580,000
Center for Disease Control	2	2	30,000
Palmetto Health Alliance Office of Community Services	1	1	50,000
Denver Health and Hospital Authority	1	1	30,625
SC Research Foundation	3	0	0
Crohn's and Colitis Foundation of America	1	0	0
Department of Defense	6	0	0
American Cancer Society	2	0	0
AACP	1	1	112,736
HRSA/HHS	2	2	356,339
Palmetto Health Richland	1	1	135,000
National Science Foundation	2	0	0
Sarcoma Foundation of America	1	0	0
National Kidney Foundation	1	0	0
Totals	54	24	\$2,765,836

6. Total extramural funding processed through SAM in FY 2010, and federal extramural funding processed through SAM in FY 2010.

- Total extramural funding 2010(processed through SAM in FY 2010)
(Provided by SAM at <https://sam.research.sc.edu/awards.html>.)
Total: \$2,765,836
- Federal extramural funding 2010 (processed through SAM in FY 2010) (Provided by SAM at <https://sam.research.sc.edu/awards.html>.)
Federal: \$2,324,876

7. Total research expenditures per tenured/tenure track faculty for FY 2010, by rank and by department.

Professors \$496,158

Associate Professors \$863,534

8. Amount of sponsored research funding per faculty member (by rank and department).

Rank	Departments	
	CPOS	PBS
Professor	\$622,736	0
Associate Professor	\$145,600	\$1,279,911
Assistant Professor	\$728,189	0

9. Percentage of unit faculty with sponsored research activity (by rank and type)

CPOS Department		
Rank	Number	Percentage
Assistant Professor	18	22%
Associate Professor	2	50%
Professor	2	100%

PBS Department		
Rank	Number	Percentage
Assistant Professor	2	100%
Associate Professor	8	87.5%
Professor	1	100%

10. Number of patents, disclosures, and licensing agreements in calendar years 2008, 2009, 2010.

2008 – 0
 2009 – 2
 2010 – 3

11. Number of proposals submitted to external funding agencies during calendar year 2010.

Department	Private	State	NIH	Federal/Non NIH
CPOS	2	3	1	3
Poison Center	1	0	0	2
PBS	5	0	22	8

Faculty Hiring

1. Number of faculty hired and lost for AY 2008, 2009, 2010.

Department	AY 2008		AY 2009		AY 2010	
	Hired	Lost	Hired	Lost	Hired	Lost
CPOS	3	2	3	2	3	0
PBS	1	2	3	0	0	1

2. Number of Post-doctoral scholars in FY 2008, FY 2009, FY 2010.

FY 2008 = 7

FY 2009 = 7

FY 2010 = 8

3. Anticipated losses of faculty by year for next 5 years and planned hiring over the next 5 years.

Losses

FY 2011 – 0

FY 2012 – 2 retirements

FY 2013 – 3 retirements

FY 2014 – 0

FY 2015 – 1 retirement

Hiring

FY 2011 – 1 CPOS

FY 2012 – 1 CoEE, 2 Junior Faculty PBS; 1 Junior, 1 Senior Faculty CPOS

FY 2013 – 0

FY 2014 – 0

FY 2015 – 0

Funding Sources

1. All funds budget July 1, 2008, 2009, 2010.

Please see separate spreadsheets.

2. Gifts and pledges received in FY 2010.

\$30 million – Bill and Lou Kennedy