Final Version

MSOP Strategic Plan 2012-2015

Based on MSOP faculty/staff retreat 1/12/2012, ALT discussions on 1/30/2012, 2/6/2012, 3/19/2012, 4/16/2012, 4/23/12, 4/30/2012, and faculty/staff input at department meetings February 2012

Strategic Objective 1: Produce the most sought-after pharmacy graduates in the profession.

Goal 1: By December 2012, identify the top 3-4 distinctive attributes/skills of pharmacy graduates desired by pharmacy leaders (including but not limited to potential employers and alumni).

Goal 2: By June 2013, develop and implement strategies to target and develop the distinctive attributes/skills identified in Goal 1 within MSOP curricular and/or extra-curricular activities.

Goal 3: By June 2013, establish a 3-year MSOP recruiting and admissions plan that incorporates the results of Goals 1 and 2 (as appropriate) in order to attract the best and brightest students.

Strategic Objective 2: Communicate the "MSOP brand" to internal and external stakeholders using all appropriate media and resources.

Goal 1: By June 2013, clearly define the MSOP "brand".

Goal 2: By July 2013 and annually, draft and execute target-specific engagement plans for each current and potential key MSOP stakeholder group (e.g., alumni, employers).

Goal 3: By July 2013, craft and begin implementation of an annual media and promotion strategy that communicates a distinctive MSOP brand (note: requires use of data collected as part of Objective 1).

Strategic Objective 3: Create and maintain educational and research facilities required for effective delivery of all MSOP programs

Goal 1: By fall 2013, determine the feasibility and goal of integrating online learning into the course delivery a portion of the PHRX curriculum.

Goal 2: By July 2013, complete a comprehensive facilities analysis and action plan that supports the MSOP strategic plan (note: requires use of data collected as part of Objective 1).

Goal 3: By July 2014, more effectively integrate educational technology into the delivery of the PHRX curriculum.

Strategic Objective 4: Increase MSOP non-tuition revenue through expanded and new service businesses, new degree offerings, additional extramural grant funding, and enhanced giving.

Goal 1: By June 2013, evaluate current organizational and revenue structures of the MSOP CE Office, PSRI, and SUGDIS, and develop a plan to increase non-tuition income from these three sources.

Goal 2: By June 2015, increase the dollar value of donations/giving from MSOP stakeholders by at least 25%.

Goal 3: By June 2015, develop and implement at least 3 fee-based, on-site or online, non-PharmD training programs (degrees/courses/certificates or summer camps/specialty workshops/mentorships) that are financially self-sustaining and generate a minimum of 20% net profit each.

MSOP Strategic Planning 2012-2015

Strategic Objective 1: Produce the most sought-after pharmacy graduates in the marketplace.

Strategic Objective 1, Goal 1: By December 2012, identify the top 3-4 distinctive attributes/skills of pharmacy graduates desired by pharmacy leaders (including but not limited to potential employers and alumni).

ACTION ITEMS

A. Develop and conduct a survey of potential employers at MSOP interview days in order to identify distinctive attributes/skills of pharmacy graduates desired by employers

Project lead: Associate Dean Student Affairs Offices
Target date: October 2012
Measure: Characteristics identified
Resources: Faculty/staff time

B. Develop and conduct a survey of MSOP alumni in order to identify attributes/skills of successful pharmacists that they feel should be emphasized in the program

Project lead: Associate Dean of Student Affairs Offices
Target date: October 2012
Measure: Characteristics identified
Resources: Faculty/staff time

C. Conduct a focus group discussion with MSOP Advisory Board members in order to identify attributes/skills of pharmacy graduates desired by employers

Project lead: Associate Dean of Student Affairs Offices
Target date: November 2012
Measure: Characteristics identified
Resources: Faculty/staff time

D. Conduct a phone survey of the 11 member organizations of JCPP in order to identify attributes/skills of pharmacy graduates desired by the profession

Project lead: Associate Dean of Student Affairs Offices/Chair, Practice Department
Target date: November 2012
Measure: Characteristics identified
Resources: Faculty/staff time

Strategic Objective 1, Goal 2: By June 2013, develop and implement strategies to target and develop the distinctive attributes/skills identified in Goal 1 within MSOP curricular and/or extra-curricular activities.

ACTION ITEMS

A. Collect/analyze retrospective internal data to determine ranked predictors of academic success and extracurricular involvement/leadership

Project lead: Associate Dean of Academic Affairs Office (academic success)
Associate Dean of Student Affairs Office (involvement/leadership)
Target date: December 2012
Measure: Ranked predictors of academic success/leadership identified
Resources: Faculty/staff time, internal MSOP data

B. Collect/analyze external data (literature review, benchmarking, etc.) to determine ranked predictors of academic success

Project lead: Associate Dean of Academic Affairs Office
Target date: December 2012
Measure: Ranked predictors of academic success/leadership identified
Resources: Faculty/staff time, internal MSOP data

C. Assess curriculum for inclusion of items identified in Objective 1, Goal 1 and develop implementation plan for those items seen as desirable and useful for our graduates.

Project lead: Associate Dean of Academic Affairs Office
Target date: June 2013
Measure: Map where opportunities for development of the identified distinctive attributes occur across the curriculum
Resources: Faculty/staff time, internal MSOP data

Strategic Objective 1, Goal 3: By June 2013, establish a 3-year MSOP recruiting and admissions plan that incorporates the results of Goals 1 and 2 (as appropriate) in order to attract the best and brightest students.

ACTION ITEMS

A. Target recruiting efforts to students with the potential of becoming pharmacy graduates with characteristics identified in Goals 1 and 2

Project lead: Admissions Office
Target date: June 2013
Measure: Recruiting results for AY 2014-2015: class statistics/characteristics
Resources: Faculty/staff time, money for recruiting

1. Better target high school students in 2012-13 recruiting cycle
    a. Offer in-residence summer camp for high school students **[SEE OBJECTIVE 4]**
    b. Have an on campus preview day/Career Day by fall 2012
        Project lead: Associate Dean of Student Affairs Offices, Experiential Office (to schedule Academic Pharmacy Rotation students to help plan & participate)
        Target date: Schedule APPES spring 2012; Begin planning summer 2012
        Measure: Attendance, track applicants from this pool
        Resources: Money, print more copies of *MSOP Viewbook*, faculty/staff time

2. Better involve alumni in the recruiting and admissions process by 2012:
    a. Involve alumni in regional high school career day(s) by 2012
        Project lead: Associate Dean of Student Affairs Offices
        Target date: Begin Summer 2012
        Measure: Attendance, track applicants from this pool
        Resources: Identify schools that would allow MSOP to visit, money, faculty/staff time

    b. Invite alumni to speak at recruiting events in various regions during annual recruiting and admissions cycle by 2012-13
        Project lead: Admissions Office, External Relations Committee
        Target date: Begin summer 2012 and then annually
        Measure: List of names of those contacted/willing/able and those scheduled
        Resources: Alumni contact information, personnel, money

    c. Involve alumni in on-site admission interviews by 2012-13 admissions cycle
        Project lead: Associate Dean of Student Affairs Offices
        Target date: Begin Fall 2012 and then annually
        Measure: Interviews scheduled that include alumni
        Resources: Identify alumni willing/able to participate, train alumni, money, faculty/staff time

3. Focus on applicants with ACT $\geq$ 27 in states with only one school of pharmacy by 2012
    Project lead: Admissions Office/Admissions Committee
    Target date: Begin by 2012-13 admissions cycle (fall 2012)
    Measure: Track applicants targeted and interview/admission results
    Resources: Obtain ACT list, money, staff time

4. Develop additional recruiting resources to achieve communication with at least 100 undergraduate/ secondary schools per recruiting cycle by 2013-14
    a. Develop and distribute recruiting materials
        Project lead: Admissions Office
        Target date: Homecoming 2012
        Measure: Recruiting materials are developed
        Resources: Money, staff time allocated to support recruiting efforts

b. Increase MSOP recruitment staff or collaborate with SU on these efforts by 2013

Project lead: Dean, Associate Dean of Student Affairs
Target date: 2012-2013 Budget cycle (fall 2012)
Measure: Position/assistance from SU obtained or not
Resources: Money, staff time, office space

B. Revise the admissions process by 2013 to target the identified distinctive characteristics of MSOP graduates during the interview

Project lead: Admissions Committee
Target date: June 2013
Measure: New criteria for selection process
Resources: Time, training for those who will interview

1. Increase % of interviewed applicants who choose MSOP over other schools to which they are also offered admission by 10% by 2014 (baseline = 2011 data)

Project lead: Admissions Staff
Target date: July 2012 (baseline data) and annually
Measure: Completion of report
Resources: End of year reports, PharmCas data, staff time

a. Implement a survey tool targeted towards those interviewed applicants who decline the MSOP offer for admission in order to better determine why they did not select MSOP

Project lead: Admissions Committee with assistance from Assessment Committee
Target date: September 2012 for use in 2012-13 admissions cycle
Measure: Data collected via survey
Resources: Money, faculty/staff/student time

C. Use a core group of interviewers who are trained to identify the potential of applicants to achieve/embody the identified distinctive characteristics of MSOP graduates

Project lead: Admissions Office, Admissions Committee
Target date: Spring 2012-13 interview cycle
Measure: List of core interviewers and training completed
Resources: Time, money for training

Strategic Objective 2: Communicate the "MSOP brand' to internal and external stakeholders using all appropriate media and resources.

Strategic Objective 2, Goal 1: By June 2013, clearly define the MSOP "brand".

ACTION ITEMS

A. Identify the specific attributes that define the MSOP "brand" of graduate.
Project lead: MSOP External Relations Committee with assistance from University PR
Target date: June 2013
Measure: Brand attributes clearly identified and provided to ALT
Resources: Faculty/staff time

Strategic Objective 2, Goal 2: By July 2013 and then annually, draft and execute target-specific engagement plans for each current and potential MSOP key stakeholder group (e.g., alumni, employers).

ACTION ITEMS

A. Identify current and potential key stakeholders
Project lead: MSOP Advancement Officer
Target date: July 2013
Measure: Results provided to ALT
Resources: Faculty/staff time

B. Develop and execute engagement plan
Project lead: ALT with External Relations Committee and Advancement Officer
Target date: January 2013 and July 2013
Measure: Plan completed by January 2013 with primary stakeholder engagement in activity of at least 50% by July 2013
Resources: Faculty/staff time; money allocated for expenses related to activities

Objective 2, Goal 3: By July 2013, craft and begin implementation of a media and promotion strategy that communicates a distinctive MSOP brand.

ACTION ITEMS

A. By 2013, develop a 3-year MSOP marketing plan to capitalize on MSOP history and legacy, including focus on value-added opportunities for MSOP students (leadership, maturity of program, professional organizational involvement), relationships within the school between students and faculty/staff, and MSOP board scores

1. Determine personnel and budget resources needed and obtain appropriate assistance for developing an MSOP marketing plan
   a. Contact SU marketing
   b. Contact potential PR consultant

Project lead: External Relations Committee with Dean's approval
Target date: July 2012
Measure: Decisions made on consultants, timeline created for plan development and specific resources needed
Resources: Money, time

2. Survey P1/P2 students to determine what most influenced then during the recruiting/admissions process and what specific things they liked or did not like about various schools
   Project lead: Associate Dean Student of Affairs Office to create; administered by class advisors
   Target date: December 2012
   Measure: Survey results
   Resources: Time for literature search and survey development and analysis, faculty/staff time

3. Complete marketing plan
   Project lead: External Relations Committee
   Target date: July 2013 with review/revisions at least every 3 years
   Measure: Final plan presented to Dean, ALT, faculty
   Resource: Expenses identified above, faculty/staff time

Strategic Objective 3: Create and maintain educational and research facilities required for effective delivery of all MSOP programs

Objective 3, Goal 1: By fall 2013, determine the feasibility and goal of integrating online learning into the course delivery a portion of the PHRX curriculum.

ACTION ITEMS

A. Research the value of integrating online learning into the PHRX curriculum
   Project lead: Associate Dean of Academic Affairs Office, CASC
   Target date: December 2012
   Measure: A feasibility report is submitted for review
   Resources: Faculty/staff time

B. Identify technology needed for a successful online teaching program, including software
   Project lead: Associate Dean of Academic Affairs Office, CASC
   Target date: February 2013
   Measure: List of equipment needs and expected costs reported to CASC
   Resources: Faculty/staff time

C. Consult other pharmacy schools to better understand how to be successful in online teaching
   Project lead: Associate Dean of Academic Affairs Office, CASC
   Target date: February 2013
   Measure: Report to CASC
   Resources: Time

D. Review PHRX course content for suitability for online delivery

Project lead: Associate Dean of Academic Affairs Office, Chairs, CASC
Target date: June 2013
Measure: Report of course content to be used in initial PHRX online phase-in
Resources: Faculty/staff time

Objective 3, Goal 2: By July 2013, complete a comprehensive facilities analysis and action plan that supports the MSOP strategic plan.

ACTION ITEMS

A. Complete comprehensive facilities analysis

1. Teaching facilities

a. Consult architect for estimated expense and timeline for adding or redesigning space to accommodate a 500-seat auditorium and an OSCE/simulation lab

Project lead: ALT
Target date: Summer 2012
Measure: Architect report to ALT
Resources: Money for architect, time, David Whitt's input

b. Consult architect for a comprehensive facility needs assessment related to teaching effectiveness/student comfort in large classrooms and need for additional small group study rooms/common area/lockers

Project lead: ALT
Target date: Summer 2012
Measure: Architect report to ALT
Resources: Money for architect, time, David Whitt's input

c. Based on data obtained above, develop a plan and a *proforma* budget to update/expand MSOP teaching/learning facilities

Project lead: ALT
Target date: Spring 2013
Measure: Plan and proforma presented to ALT, SU
Resources: Faculty/staff time

d. Based on plan and *proforma* developed above, obtain funding for needed teaching facilities

Project lead: Dean, Advancement Officer
Target date: Summer 2015
Measure: Funding obtained
Resources: Money, space, time

2. Research facilities

a. Develop a strategic plan for research facilities with supporting *proforma* budget, including need for translational medicine lab space

Project lead: PSRI Director with interdepartmental faculty team
Target date: Spring 2013
Measure: Plan and *proforma* submitted to Chairs/ALT
Resources: Faculty/staff time

b. Based on plan and *proforma* developed above, obtain funding for needed research facilities

Project lead: Dean, Advancement Officer
Target date: Summer 2015
Measure: Funding obtained
Resources: Money, space, time

3. General use areas and office facilities

a. Assess current office and storage space and develop a plan for any changes (if needed) needed for reorganization to improve space efficiency and effectiveness along with a supporting *proforma*

Project lead: Building Coordinator/Lab Manager/CE Office
Target date: Summer 2012
Measure: Plan and *proforma* submitted to Dean, ALT
Resources: Faculty/staff time

b. Based on plan and *proforma* developed above, obtain funding for needed research facilities

Project lead: Dean, Advancement Officer
Target date: Summer 2015
Measure: Funding obtained
Resources: Money, space, time

4. Practice Facilities

a. Perform routine assessment of experiential sites using standard criteria to ensure their compliance with ACPE standards and MSOP curricular outcomes.

Project lead: Director, Experiential Programs; Coordinator, Preceptor Relations
Target date: Summer 2012 and annually
Measure: Site assessment reports completed; % sites in compliance
Resources: Faculty/staff time and expenses for site visits

b. Develop and implement a systematic process for full time faculty to assess their individual practice sites to ensure compliance with ACPE Standards and MSOP Curricular Outcomes.

Project lead: Chair, Department of Pharmacy Practice
Target date: January 2013
Measure: Process documented and faculty educated
Resources: Faculty/staff time

Strategic Objective 3, Goal 3: By July 2014, MSOP more effectively integrate educational technology into the delivery of the PHRX curriculum.

ACTION ITEMS

A. Develop and implement a plan to expand MSOP classroom technology capabilities

1. Create virtual conferencing between MSOP classrooms
   Project lead: MSOP Manager of Technology with SU IT support
   Target date: Fall 2012
   Measure: Equipment installed and functional
   Resources: Budget allocation; equipment, training, time

2. Create "virtual classroom" Create "virtual classroom" to be used for online teaching, online CE, and live streaming of didactic course material
   Project lead: MSOP Manager of Technology with SU IT support
   Target Date: CE capabilities by summer 2013; others by July 2014
   Measure: System up and running
   Resources: Equipment, training, time

B. Provide faculty/staff development for expanded technology described above
   Project lead: MSOP Manager of Technology/Associate Dean of Academic Affairs Office
   Target date: Beginning fall 2012 and ongoing as needed
   Measure: Training provided
   Resources: Time, money, training

Strategic Objective 4: Increase MSOP non-tuition revenue through expanded and new service businesses, new degree offerings, additional extramural grant funding and enhanced giving.

Strategic Objective 4, Goal 1: By June 2013, evaluate current organizational and revenue structures of the MSOP CE Office, PSRI, and SUGDIS, and develop a plan to increase non-tuition income from these three sources.

ACTION ITEMS

A. Evaluate organizational structures of PSRI, DIC, PHI, CE office, including the ability of each to optimize revenue (capability analysis), and make recommendations for improvement
   Project lead: SUGDIS Director, PSRI Director, Chairs, Associate Dean of Student Affairs
   Target date: December 2012
   Measure: Report provided to Dean, ALT
   Resource: Faculty/staff time

B. Establish work teams to complete a market analysis and *pro forma* for viability of all centers/institutes (consider: grants in relation to Health Care Reform, clinical and business decision support center, CE on demand, commercial contracts, legal consultant services)

Project lead: Faculty Task forces (convened by Department Chairs)
Target date: Establish teams by 2013; complete analysis by May 2013
Measure: Completed *pro forma* and market analysis presented to Dean, ALT
Resources: Dept/faculty meeting time, *pro forma* assistance, faculty/staff time

C. Complete a capability analysis of faculty/staff and a gap analysis related to centers and institutes

Project lead: Department Chairs
Target Date: May 2013
Measure: Report presented to Dean, ALT
Resources: Faculty/staff time

D. Execute needed revision/redesign of centers and institutes, including updated organizational chart, structural outline, center/institute goals, and expected financial and personnel resource requirements **[see Objective 3].**

Project lead: SUGDIS Director, PSRI Director, Chairs, Associate Dean Student Affairs
Target Date: June 2013
Resources: Time, money

Strategic Objective 4, Goal 2: By June 2015, increase the dollar value of donations/giving from MSOP stakeholders by at least 25%.

ACTION ITEMS

A. Increase dollar value of preceptor donations for APPE payments/pharmacist gifts by 25% and number of preceptors participating in giving to 10% by 2015

1. Research baseline contributions from APPE donations of preceptors and pharmacist giving

Project lead: MSOP Advancement Officer, Experiential Office
Target date: Summer 2013
Measure: Provide report to Dean, ALT
Resources: Time & personnel

2. Establish new Return on Investment Goals for preceptor/pharmacist giving

Project lead: MSOP Advancement Officer, Experiential Office
Target date: Fall 2013
Measure: Establish current preceptor payment Budget; Set up target goals and provide in report
Resources: Time, personnel

3. Market APPE payment return program/pharmacist giving opportunities

Project lead: MSOP Advancement Officer, Coordinator of Preceptor Relations
Target date: Create an annual Giving Campaign by June 2013
Measure: Reported increase in contributions by 10-15% at midpoint
Resources: Online giving options, defined categories of giving (i.e. to scholarships, grants, building, etc.), technology, time and personnel

a. Send letters to affiliate clinical instructors reminding them they can donate APPE payments

Project lead: Director of Experiential Programs with Dean
Target date: June 2014 and annually
Measure: Copy of letter and results
Resources: Money for mailing, faculty/staff time

B. Increase number of alumni donors by 25% by December 2015

1. Increase general alumni support & giving

Project lead: External Relations Committee/MSOP Advancement Officer/Associate Dean of Student/Alumni Affairs Office
Target date: Begin tracking fall 2012 and annually
Measure: Listing of activities provided to engage alumni & money donated
Resources: Faculty/staff time, money, improved Web resources

2. Increase MSOP organizational-specific alumni support & giving

Project lead: MSOP student organizations/advisors
Target date: Begin tracking fall 2012 and annually
Measure: Improved giving by this group
Resources: University Alumni Office/MSOP student organizational leadership and Advisors

3. Initiate/expand MSOP alumni society and explore "focus subgroups"

Project lead: Associate Dean of Student Affairs Office, Chair of Pharmacy Practice
Target date: Homecoming 2013
Measure: Alumni membership in group, participation, donations
Resources: Faculty/staff time, money to market alumni society and events

4. Improve MSOP page web link to allow online gifts and purchases of tangible items Project lead: MSOP Manager of Technology, Technology Committee

Target date: August 2013
Measure: Functional new web page links and donations/profits
Resources: Faculty/staff time

C. Increase revenue from commercial industry sources by 15% by 2015

1. Develop/revise MSOP marketing strategy/plan

Project lead: External Relations Committee, MSOP Advancement Director, Consultants from SU business school
Target date: By Summer 2013
Measure: Revised marketing strategy/plan
Resources: School of Business, New personnel

2. Identify top Birmingham and regional corporations/corporations with Alabama ties to target for donations (e.g., Blue Cross, Protective Life, Chick-Fil-A, Krispy Kreme, etc.)

Project lead: External Relations Committee, MSOP Advancement Director, Consultants from SU business school
Target date: Summer 2013
Measure: Provide report
Resources: Time, money, alumni, university and alumni contacts

3. Establish an annual "Friends of MSOP" fundraising event (dinner, golf tournament, Marathon/walkathon, silent auction, etc.)
   Project lead: External Relations Committee, MSOP Advancement Director
   Target date: Spring 2014
   Measure: Event brochure/schedule and assessment of success
   Resources: Money, space, supplies, time, personnel

Strategic Objective 4, Goal 3: By June 2015, develop and implement at least 3 fee-based, on-site or online, non-PharmD training programs (degrees/courses/certificates or summer camps/specialty workshops/mentorships) that are financially self-sustaining and generate a minimum of 20% net profit each.

ACTION ITEMS

A. Research competitive programs; complete market analysis and *pro forma* (to address personnel and other resource needs) for each program under consideration (consider: MS in Clinical Pharmacy for International Pharmacists; BS pharmaceutical sciences; joint/dual MS Public Health or MBA programs; joint/dual PhD programs; pharmacy technician certification, retraining or advanced skills, certificate programs, etc.)
   Project lead: Associate Dean Academic Affairs; Department Chairs
   Target Date: Summer 2013
   Measure: Reports of market analysis and *pro forma*
   Resources: Faculty/staff/student time

B. Decided on programs to be offered and develop content and policies
   Project lead: Associate Dean Academic Affairs; Department Chairs
   Target date: Summer 2013 (program decisions); Spring 2014 (curricula approved)
   Measure: Reports and supporting documents, including student interest
   Resource: Time, faculty release, facilities, technical support, online software

C. Obtain required accreditations from SACS (MS, PhD), ACPE (dual degrees), certificates (NIPCO/APhA)
   Project lead: Associate Dean Academic Affairs; Department Chairs
   Target date: 6-12 months prior to each program offering (~June 2013 for MSc program)
   Measure: Accreditation received
   Resources: Faculty/staff time, fees generated

D. Program marketing and admissions
   Project lead: Associate Dean Academic Affairs; Department Chairs
   Target date: Summer 2013 for MSc program
   Measure: Enrollment and fees generated
   Resources: Money, time, technology, and personnel

E. First program implementation: International MS Clinical Pharmacy
   Project lead: Director of Graduate Programs
   Target date: Jan 2014 for MSc program
   Measure: Course enrollment (target: n=15) and fees generated
   Resources: Time, money, technology, space, staff assistance, faculty to teach)

F. First program evaluation, including but not limited to program success/effectiveness, bottom line dollar impact vs. costs in time, personnel and money, and sustainability

Project lead: Director of Graduate Programs
Target date: Beginning after first semester or course offerings then ongoing (Summer 2014 for MS program)
Measure: Reports
Resources: Time

G. Develop an in-residence summer camp for high school students and pre-pharmacy students to introduce pharmacy as a profession that generates $0,000 by summer 2015.

1. Identify competing programs and MSOP past experience; complete market analysis and *pro forma* (to address personnel and other resource needs) for each program under consideration

Project lead: Associate Dean of Student Affairs Office
Target date: Aug 2014
Measure: Faculty-approved program
Resources: Donor funds, Corporate Sponsors, director and faculty stipends

2. Market program

Project lead: Associate Dean of Students Affairs Office
Target date: 9-12 months prior to first offering program, estimated as fall 2014
Measure: Pre-enrollment figures
Resources: Money, technology, other Samford camps, marketing publications, website

4. Implementation of program

Project lead: Associate Dean of Student Affairs Office
Target date: Summer 2015
Measure: Participant satisfaction survey, increased interest in Samford and MSOP
Resources: Students/faculty/staff time, arrangement for dorm, meals, transportation, money for faculty/staff

5. Evaluation of program

Project lead: Associate Dean of Student Affairs Office with assistance from Assessment Committee
Target date: 1-2 month post experience, estimated as September 2015
Measure: Report provided
Resources: Faculty/staff time

H. Develop a fee-based workshop for pre-pharmacy students on enhancing application process

Project lead: Associate Dean of Student Affairs Offices/Admissions
Target date: Fall 2014
Measure: Enrollment, fees collected
Resource: Time, money, university housing and meals

I. Develop a fee-based career transitions/enhancement CE program for practicing pharmacists (e.g., Professional "Boot Camp") that generates $50,000 by summer 2015

Project lead: Pharmacy Practice Chair
Target date: December 2014
Measure: Enrollment and fees collected
Resources: Money, faculty/staff time, speakers/lectures, space

1. Identify competing programs and MSOP past experience; complete market analysis and *proforma* (to address personnel and other resource needs) for each program under consideration

   Project lead: SUGDIS Director (volunteered)
   Target Date: January 2013
   Measure: Completed report
   Resources: Faculty/staff time

2. Identify curricular needs (consider: Public Health, MTM services, sterile preparation skills non-sterile compounding skills)

   Project lead: Pharmacy Practice Chair
   Target date: August 2013
   Measure: Faculty-approved program
   Resources: Donor funds, Corporate Sponsors, speaker stipends

J. Develop fee-based executive management short courses (certificate) programs for practicing pharmacists and health care leaders

1. Complete market analysis and *pro forma* (to address personnel and other resource needs) for the program

   Project lead: PSAS Department Chair
   Target date: January 2014
   Measure: Enrollment and fees collected
   Resource: Faculty time, market measure and launch, money

2. Identify curricular needs

   Project lead: PSAS Department Chair
   Target date: June 2014
   Measure: Faculty-approved program
   Resources: Donor funds, Corporate Sponsors, speaker stipends

K. Develop fee-based international pharmacist training workshops (us to them/them to us)

Project lead: Director of Graduate Programs, Chair of Pharmacy Practice, Dean
Target date: June 2015
Measure: Completed program brochure, readiness to provide program, interest at ACCP
Resources: Money, marketing, Website (USA-ID)

1. Complete market analysis and *pro forma* (to address personnel and other resource needs) for program

Project lead:	Director of Graduate Programs, Pharmacy Practice Chair, Dean
Target date:	Spring 2014
Measure:	Completed program brochure, readiness to provide program, interest at ACCP
Resources:	Money, marketing, Website (USA-ID)

2. Identify curricular needs and develop programs

Project lead:	Director of Graduate Programs and Faculty
Target date:	Fall 2014
Measure:	Faculty-approved program
Resources:	Donor funds, corporate sponsors, speaker stipends

3. Market program

Project lead:	Director of Graduate Programs
Target date:	3-6 months prior to first offering program, estimated as Spring 2015
Measure:	Pre-enrollment figures
Resources:	Money, technology, other Samford camps, marketing publications, Website, time

4. Implement program

Project lead:	Director of Graduate Programs
Target date:	Summer 2015
Measure:	Participant satisfaction survey and fees generated
Resources:	Faculty/staff time, arrangement for dorm, meals, transportation, money for faculty/staff, supplies

5. Evaluation of program

Project lead:	Director of Graduate Programs with assistance from Assessment Committee
Target date:	1-2 month post first experience (estimated as Fall 2015) and ongoing
Measure:	Report provided
Resources:	Faculty/staff time

L. Increase profits from fee-based CE offerings by 10% by 2015

1. Research baseline figures of current CE programs, expenses, and revenues

Project lead:	CE office
Target date:	June 2013
Measure:	Provide report
Resources:	Time and personnel

2. Research online areas/documentation systems

Project lead:	MSOP Manager of Technology, Technology Committee
Target date:	June 2013
Measure:	Provide report
Resources:	Time and personnel