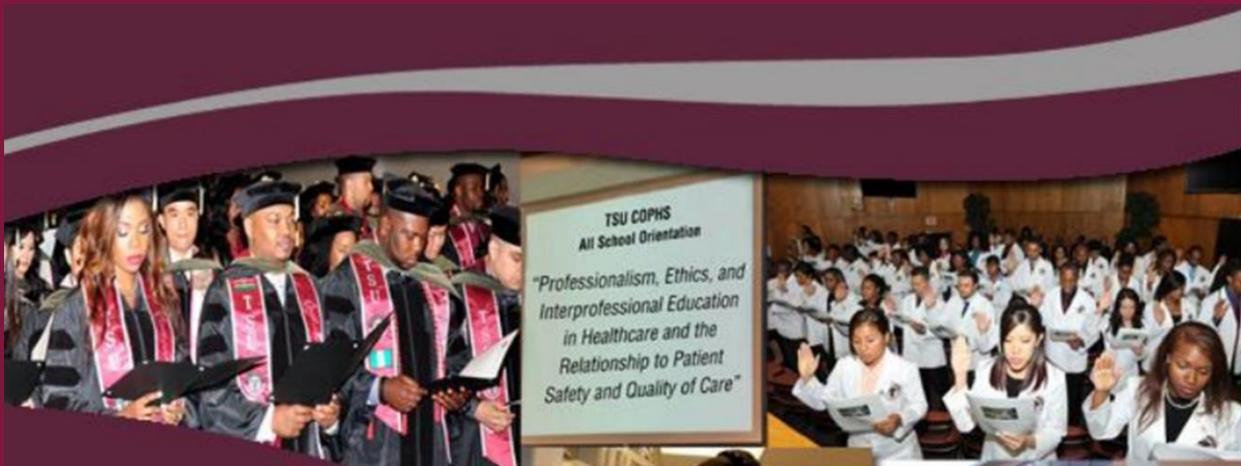




TEXAS SOUTHERN UNIVERSITY

# COLLEGE OF PHARMACY AND HEALTH SCIENCES STRATEGIC PLAN 2019-2022



TEXAS SOUTHERN UNIVERSITY 3100 Cleburne Ave Houston, TX 77004



<b>Table of Contents</b>	
<b>Dean’s Summary</b> .....	<b>3</b>
<b>Preamble</b> .....	<b>4</b>
<b>Mission</b> .....	<b>6</b>
<b>Vision</b> .....	<b>6</b>
<b>Values</b> .....	<b>6</b>
<b>Strategic Plan 2019-2022</b> .....	<b>7</b>
<b>1.0 Student Success and Completion</b> .....	<b>7</b>
Goal(s).....	7
Strategies .....	7
Outcome Measures .....	7
Key Performance Indicators.....	7
Key Risk Indicators .....	7
<b>2.0 Academic Program Quality and Research</b> .....	<b>8</b>
Goal(s).....	8
Strategies .....	8
Key Performance Indicators.....	8
Key Risk Indicators .....	8
<b>3.0 Culture</b> .....	<b>9</b>
Goal(s).....	9
Strategies .....	9
Outcome Measures .....	9
Key Performance Indicators.....	9
Key Risk Indicators .....	9
<b>4.0 Partnerships</b> .....	<b>10</b>
Goal(s).....	10
Strategies .....	10
Outcome Measures .....	10
Key Performance Indicators.....	10
Key Risk Indicators .....	10
<b>5.0 Finances</b> .....	<b>12</b>
Goal(s).....	12



Strategies .....	12
Outcome Measures .....	12
Key Performance Indicators .....	12
Key Risk Indicators .....	12
<b>Scorecard .....</b>	<b>13</b>
1. Student Success and Completion.....	13
2. Academic Program Quality and Research .....	14
3. Culture .....	15
4. Partnerships.....	16
5. Finances .....	17



## Dean's Summary

The five pillars of the COPHS strategic plan 2019-2022 are well aligned with the TSU strategic plan 2019-2022. This alignment in content and timeframe allows us to leverage resources to better achieve our objectives. We are laser focused on student success and quality academic programs. We do realize that the above two pillars are achievable only when our faculty and staff are provided with needed resources for teaching, research, and many other elements of our academic programs.

We strive to create and maintain a culture that is welcoming and inclusive. Candid conversations that are respectful and are conducted with outmost professionalism are the norm among us. This provides a climate that fosters professional development for our faculty, and staff. Furthermore, our students will gain valuable lessons in behavioral norms that would be essential to their future success.

Developing a wide variety of partnerships are key to our success. Recruiting qualified faculty, staff, and students and ensuring the placement of our graduates in rewarding careers throughout our community are only possible once we build strong partnerships with educational and healthcare provider institutions in Houston, State of Texas and across the nation.

Finally, we do all of the above with a clear focus on our finances. Significant efforts to provide scholarships to our students and better resources (physical facilities, research, etc.) to our faculty and staff through fundraising and philanthropic efforts are and will always be ongoing.

Dr. Rashid Mosavin, Dean  
College of Pharmacy and Health Sciences  
Texas Southern University





## Preamble

Texas Southern University (TSU) offers a combination of nine health profession programs within one college, the College of Pharmacy and Health Sciences (COPHS). Through commitment and dedication to strategic planning, the COPHS is laser-focused on student success and quality academic programs. The prior 2013-2019 COPHS Strategic Plan had eight initiatives as follows:

1. Organization and Administration
2. Accreditation
3. Faculty and Staff
4. Student Development
5. Recruitment & Outreach
6. Research
7. Facilities Management & Resources
8. Program Evaluation & Assessment

The elements of the previous strategic plan that are ongoing have been incorporated into the 2019-2022 Strategic Plan. This 2019-2022 iteration of the COPHS strategic plan collapses the above eight initiatives into direct alignment with the five pillars for the TSU strategic plan which are:

1. Student Success and Completion
2. Academic Program Quality and Research
3. Culture
4. Partnerships
5. Finances

Each of the five pillars utilizes the “S.M.A.R.T.” goal setting; Specific, Measurable, Achievable/Attainable, Relevant, and Time-based/bound to ensure that goals are centered within the following framework:

The COPHS is committed to a culture of assessment which is evident by the college’s implementation of the following planning cycles:

1. TSU Strategic Plan 2017-2022; is owned by the TSU Senior Administration and is the system-wide strategic plan for the university which is the guiding template for the implementation of any college-based strategic plan.
2. COPHS *Dean’s Plan*; is owned by the TSU Senior Administration and is the scorecard for the College provided by the TSU Office of Institutional Assessment, Planning, and Effectiveness (IAPE). This plan operates on a three-year cycle and is reviewed each year by the College administration and the IAPE to provide justification for the college budgetary needs.
3. COPHS Strategic Plan 2019-2022; is owned by the College and aligned with the pillars from the TSU Strategic Plan. This plan is evaluated each year by the College faculty, staff, and administration for updates, amendments, and key performance indicators.
4. Annual Academic Program Assessment Plans; is owned by the IAPE and helps identify programmatic outcomes from each of the nine degree granting programs for the college. The plan operates on three-year cycle and is reviewed each year by program directors and the COPHS Office of Assessment, Planning, and Effectiveness (OAPE) then by the IAPE for progress and improvements.



The OAPE will maintain records for the assessment cycles and provide routine updates to all stakeholders. This commitment to excellence will ensure that all COPHS graduates are highly qualified to engage in the workforce and for the continued advancement of the health sciences.



## Mission

The mission of the College of Pharmacy and Health Sciences (COPHS) at Texas Southern University (TSU) is to provide quality academic programming to produce an ethnically diverse population of health professionals, especially African Americans and underrepresented minorities, who are transformational leaders in the delivery of interdisciplinary health services while addressing critical and urban issues.

## Vision

The vision for the future is that by 2022, Texas Southern University College of Pharmacy and Health Sciences:

- Will be recognized as providing excellent interdisciplinary health professions education for all students.
- Will be recognized as a college that values community, diversity, excellence, and integrity in health professions education, scholarship, and service.
- Will be recognized as a leading producer of well-prepared and critically needed underrepresented minority health profession graduates at local, state, national, and global levels.

## Values

COPHS Core Values:

- |   |                               |
|---|-------------------------------|
| • Accountability                            | • Excellence and Leadership   |
| • Collaboration, Teamwork, and Collegiality | • Innovation                  |
| • Commitment                                | • Interdisciplinary Education |
| • Community Engagement                      | • Integrity                   |
| • Diversity and Cultural Competence         | • Professionalism             |
|   | • Service                     |



## Strategic Plan 2019-2022

### 1.0 Student Success and Completion

The College of Pharmacy and Health Sciences is a student-centered institution that measures its success by the achievements of its students – past, present, and future.

#### Goal(s)

1. COPHS will cultivate and grow a student-centered college to engage and support students in Pharmacy and Health Science programs. The college is dedicated to this focus on students by committing resources toward persistence, progression, graduation, and certification.

#### Strategies

- 1.1 Provide advising at all levels of undergraduate, graduate, and professional education.
- 1.2 Establish transfer pathways with high schools and regional two-year institutions to facilitate enrollment in COPHS programs.
- 1.3 Implement improved technologies for online testing, advising, and progression.

#### Outcome Measures

- 1.1 First year progression rates
- 1.2 Four-year and six-year first time graduation rates
- 1.3 Certification/Licensure rates

#### Key Performance Indicators

- 1.1 Progression/Persistence Rates
- 1.2 Graduation Rates (First Time In College and Transfer)
- 1.3 Certification/Licensure Rates (Scores, Attempts, Rank)

#### Key Risk Indicators

- 1.1 Retention (Course, Fall to Spring, and Fall to Fall)
- 1.1 Application/Conversion
- 1.2 & 1.3 Preparedness (Entrance Exams, Pre-Professional GPA, Progression)



## 2.0 Academic Program Quality and Research

The College of Pharmacy and Health Sciences offers curricula and programs that are innovative and progressive. This principle outlines what we embrace and value as an institution and determines our institutional priorities.

### Goal(s)

1. The College will work to create alternate pathways to current degree programs and explore expansion of current degree program inventories to meet workforce demand in the service region.
2. The College will incorporate innovative teaching and learning methods and engage in service learning to improve academic quality.
3. The College will work to attain grants related to health disparities in order to improve minority health within the service region.
4. The College will increase focus on publications, presentations, and other scholarly activity related to minority health.

### Strategies

- 1.1 Increase online programming for course and degree options.
- 2.1 Increase opportunity for service learning in all applicable programs.
- 3.1 Increase grant funding from local, state, federal, and private sponsors.
- 4.1 Increase scholarly activity conducted by faculty within the college.

### Outcome Measures

- 1.1 Addition of online programming for course and degree options.
- 2.1 Addition of service-learning opportunities for students.
- 3.1 Increase in grant applications from the college.
- 4.1 Increase in scholarly activities.

### Key Performance Indicators

- 1.1 Online Degree Programs and Courses
- 2.1 Service-Learning Opportunities
- 3.1 Grants
- 4.1 Scholarly activities

### Key Risk Indicators

- 1.1 Compliance and regulation
- 2.1 Faculty trained on online instruction
- 3.1 Partnerships for service learning
- 4.1 Faculty compensation and release-time



### 3.0 Culture

The College of Pharmacy and Health Sciences will create a student community and engage all in transformative educational experiences. This will ensure that everyone has the tools to reach their highest potential and provide a strong range of opportunities to prepare them for life in the local community, the nation and around the globe.

#### Goal(s)

1. The College will provide a safe, welcoming, and holistic environment for students, faculty, and staff to grow in all aspects of their life.

#### Strategies

- 1.1 Enhance the customer service for all stakeholders in the college.
- 1.2 Increase professional development opportunities for students, faculty, and staff.
- 1.3 Engage students, faculty and staff in activities that facilitate professional and harmonious relationships.
- 1.4 Provide students with personalized advising to support academics and overall wellness.
- 1.5 Provide unique opportunities in experiential education with underserved populations.

#### Outcome Measures

- 1.1 Improve customer service rating for the college via survey to students, faculty, and staff.
- 1.2 Sustain an annual program of professional development opportunities for all stakeholders.
- 1.3 Provide events to engage students with faculty, staff, alumni, and the community.
- 1.4 Develop a plan to monitor and support student wellness.
- 1.5 Increase experiential training opportunities with underserved populations.

#### Key Performance Indicators

- 1.1 Calendar of Annual Professional Development Opportunities
- 1.2 Calendar of Community Events and Outcomes
- 1.3 Organizational Health Survey
- 1.4 End of Course Evaluations
- 1.5 Curriculum Quality Survey (PharmD Program)

#### Key Risk Indicators

- 1.1 & 1.2 Professional Development
- 1.2, 1.3 & 1.4 Funding
- 1.3 Training and Workshops
- 1.5 Survey Response



#### 4.0 Partnerships

The College of Pharmacy and Health Sciences will collaborate with its partners in the city, state, nation, and world to provide critical thinkers and skilled practitioners to serve its academic community. This will provide an excellent educational experience for students, new and applied knowledge from researchers, require effort, and seek support and investment from cooperative allies.

#### Goal(s)

1. The College will collaborate with partners to expand our applicant pool in order to provide our regional and national workforce with diverse and highly skilled practitioners.
2. The College will pursue relationships in regional, national, and international institutions and organizations to provide excellent educational experiences for all students.

#### Strategies

- 1.1 Advance and increase the number of articulation agreements with regional community colleges for the transfer of highly qualified applicants in our program portfolio.
- 1.2 Increase the First Time in College application and conversion by coordinating with regional public and private secondary schools.
- 2.1 Develop Memoranda of Understanding between TSU COPHS and regional secondary schools, community colleges, hospital systems, companies, service clubs, organizations, and other universities.
- 2.2 Strengthen alumni relationships.

#### Outcome Measures

- 1.1 Count of articulation agreements and Memoranda of Understanding.
- 1.2 Count of FTIC applicants and conversions from public and private secondary schools.
- 2.1 Count of partnerships for each program in the college's portfolio.
- 2.2 Count of engagements between school and alumni

#### Key Performance Indicators

- 1.1 Articulation agreements and Memoranda of Understanding for each agreement
- 1.2 Number of transfer students
- 1.2 First Time in College (FTIC) applications and conversions
- 2.1 Number of community partnerships
- 2.2 Number of alumni activities

#### Key Risk Indicators

- 1.1 & 1.2 Time from conception to implementation of articulated agreements and Memoranda of Understanding



- 1.2 Qualified applicants from regional public/private secondary schools and community colleges
- 2.1 Number of community partnerships
- 2.2 Alumni participation



## 5.0 Finances

The College of Pharmacy and Health Sciences will be an excellent steward of its resources that reflects its responsibility to the citizens of Houston and the state of Texas. The College will allocate its assets to achieve its goals and maximize benefits to its students and stakeholders. This stewardship will demonstrate transparency and integrity.

### Goal(s)

1. Operate within a balanced budget which provides for the needs of the students, faculty, staff, and stakeholder community.
2. Obtain philanthropic investment and funded research in the college

### Strategies

- 1.1 Procure funding for the addition of faculty and endowed chairs.
- 1.2 Associate budgeting with goal attainment in the strategic planning process.
- 1.3 Improve the college's infrastructure.
- 2.1 Build relationships with private and corporate entities.
- 2.2 Increase scholarship funds for students.

### Outcome Measures

- 1.1 Increase both the count and monetary amounts of research grants.
- 1.2 & 1.3 Buildings/facilities needs assessment and response plan.
- 2.1 Increase both the count and monetary amounts of philanthropic gifts.
- 2.2 Increase scholarship funding model.

### Key Performance Indicators

- 1.1 Amount of research dollars generated.
- 1.2 Amount of attempted semester credit hours.
- 1.3 Facility upgrades.
- 2.1 Amount of philanthropic gifts.
- 2.2 Amount of scholarship dollars awarded.

### Key Risk Indicators

- 1.1 Release time for Research.
- 1.2 Supply chain of qualified applicants.
- 1.3 Funding for facility upgrades, faculty development, and travel.
- 2.1 & 2.2 Outreach and advancement personnel.

## Scorecard

### 1. Student Success and Completion

Office of Assessment, Planning, and Evaluation				
	*19/20	20/21	21/22	
1.1 First year progression rates (First Time In College - Fall to Fall)				
1.1 First year progression rates (First Time In College - Fall to Spring)				

Office of Assessment, Planning, and Evaluation				
	*19/20	20/21	21/22	
1.2 Four-year and six-year first time graduation rates (First Time In College Four-Year)				
1.2 Four-year and six-year first time graduation rates (First Time In College Six-Year)				
1.2 Four-year and six-year first time graduation rates (Transfer Four-Year)				
1.2 Four-year and six-year first time graduation rates (Transfer Six-Year)				

Office of Assessment, Planning, and Evaluation				
	*19/20	20/21	21/22	
1.3 Certification/Licensure Rates (Automated Budget and Evaluation System of Texas)				
1.3 Certification/Licensure Rates (All Attempts)				

*\*Academic Year 19/20 is a Benchmark Year*



## 2. Academic Program Quality and Research

Office of Academic Affairs				
	*19/20	20/21	21/22	
1.1 Online Degree Programs and Courses (Count of 50% online programs)				
2.1 Service-Learning Opportunities (count of service learning opps.)				

Office of the Dean and Office of Assessment, Planning, and Evaluation				
	*19/20	20/21	21/22	
3.1 Grants (Grant Awards Revenue)				
3.1 Grants (Grant Awards Count)				
4.1 Scholarly Activities (Count of publications)				

*\*Academic Year 19/20 is a Benchmark Year*



### 3. Culture

Office of the Dean and TEAM Center				
	*19/20	20/21	21/22	
1.1 Calendar of Annual Professional Development Opportunities Workshops (Conferences & Workshops)				

Office of Student Services				
	*19/20	20/21	21/22	
1.2 Calendar of Community Events and Outcomes (Events and Alumni Participation)				

Office of Assessment, Planning, and Evaluation				
	*19/20	20/21	21/22	
1.3 Organizational Health Survey				
1.4 End of Course Evaluations				
1.5 Curriculum Quality Survey				

*\*Academic Year 19/20 is a Benchmark Year*



#### 4. Partnerships

Office of Academic Affairs				
	*19/20	20/21	21/22	
1.1 Articulation agreements and Memoranda of Understanding for each agreement				
1.2 Number of transfer students				

Office of Student Services				
	*19/20	20/21	21/22	
1.2 First Time in College (FTIC) applications and conversions				

Office of Academic Affairs				
	*19/20	20/21	21/22	
2.1 Number of community partnerships				
2.2 Number of alumni activities				

*\*Academic Year 19/20 is a Benchmark Year*



## 5. Finances

Office of the Dean and Office of Student Services				
	*19/20	20/21	21/22	
1.1 Amount of research dollars generated.				
1.2 Amount of attempted semester credit hours.				
1.3 Facility upgrades.				
2.1 Amount of philanthropic gifts.				
2.2 Amount of scholarship dollars awarded.				

*\*Academic Year 19/20 is a Benchmark Year*