

**College of Pharmacy
Washington State University
Benchmarks to Measure Achievement of our Strategic Plan
DRAFT
December 1, 2004**

The Professional Student Experience

[This section applies to the Pharm.D. degree program.]

Program Level Benchmarks

Goal: To assure that our Doctor of Pharmacy graduates have the best possible professional skill set upon graduation.

Benchmark: Performance on the North American Pharmacy Licensure Examination and on the Multistate Pharmacy Jurisprudence Examination.

Target: Passing rates should be above the state and national average for first-time examinees. Scores should be above the state and national average for first-time examinees. Performance on both examinations should approach 100% over time.

Impact: These national examinations are carefully designed and constructed to have valid anchors in the needs of practice, and to be reliable indicators of student preparation for practice. Subset analysis of student performance will help identify specific areas of our curriculum that must be enhanced. The providers of the examinations are working on ways to provide student-level data that can be correlated with individual student performance and characteristics that will also help us refine our recruiting, admissions, and instructional practices and policies.

Department of Pharmaceutical Sciences

Goal: To provide a high-quality, well-integrated curriculum for PharmD students.

Benchmark: Number of full-time faculty members in PharmSci

Target: Increase total number of faculty members to 20 over the next five years; some new faculty will have clinical or research appointments

Impact: Producing a better PharmD experience by allowing faculty more time to concentrate on teaching and scholarship, maintaining the necessary strength in disciplines required for PharmD education, and providing a wider variety of professional outlooks and expertise. Increasing overall research strength of the department, consistent with university goals. Enhancing opportunities for intra- and inter-disciplinary research collaborations. Providing more opportunity for postdoctoral scholars to advance to research faculty positions.

Benchmark: Number of credits of elective PharmS coursework required for graduation

Target: Increase number of elective PharmS credits required for graduation by five over the next two years

Impact: Producing a better PharmD experience by allowing students to take more advanced coursework in areas of interest. Creating courses that take advantage of particular faculty expertise. Revising curriculum to reflect best pedagogical practice.

Department of Pharmacotherapy

Goal: To provide the PharmD student with an expanded variety of learning opportunities.

Benchmark: Number of credits of elective Pharmacotherapy coursework

Target: Increase number of elective Pharmacotherapy credits available to our students in the 3rd professional year (e.g., PHARP599 projects).

Impact: Producing a better PharmD experience by providing students access to more advanced coursework in areas of interest. Potentially creates an opportunity for faculty to have more “eyes” on projects under their supervision. Creating courses that take advantage of particular faculty expertise.

The Graduate Experience

[This section applies to the Ph.D. in Pharmacology/Toxicology, and the MHPA degree programs.]

Department of Pharmaceutical Sciences – Pharm/Tox PhD Program

Goal: To provide a high-quality Pharmacology/Toxicology graduate program.

Benchmark: Number of graduate students admitted into the Pharmacology/Toxicology program per year

Target: Increase number of entering graduate students to an average of six per year over the next five years

Impact: Producing a better Ph.D. experience by achieving a “critical mass” of students. Enhancing faculty recruitment, and research productivity of existing faculty. Contributing to university goal of increasing the number of graduate students.

Benchmark: Number of graduate courses offered through Pharmaceutical Sciences

Target: Increase number of elective graduate courses offered each year by PharmSci by 3 over the next five years

Impact: Producing a better Ph.D. experience by offering more advanced courses in pharmacology and toxicology. Attracting enrollment of students from other programs, providing a higher profile for our program while contributing to the university goal of enhancing interdisciplinary research. Contributing to department and university goals of increasing the number of graduate students.

Department of Health Policy and Administration
[To Be Added]

Research and Scholarship

Department of Pharmaceutical Sciences

Goal: To maintain competitive research programs with extramural funding.

Benchmark: Number of extramural grants

Target: Increase to an average of two grants per research-oriented faculty member, with an average of \$200,000 in direct costs per faculty member (with full indirect costs), within five years; concomitant with increase in faculty numbers

Impact: Enhancing graduate recruitment by providing opportunities to receive training in funded labs. Increasing overall research funding, consistent with university goals. Enhancing interdisciplinary research, consistent with university goals. Increasing scholarly activity of faculty members, benefiting the national stature of the department.

Benchmark: Number of net square feet available for research

Target: Increase research space to reflect an average of \$150 in annual direct costs (with full indirect costs) per square foot of individually-assigned research space; concomitant with increase in number of faculty members; maintain proportionate amount of shared support space (currently 16% of total research space)

Impact: Enhancing faculty recruitment and retention, consistent with department goals for an increase in faculty members. Improving research productivity and graduate student recruitment.

Department of Pharmacotherapy

Goal: To provide significant support for faculty to work in an environment encouraging of creative research and scholarship, characteristic of a Research 1 University.

Benchmark: Number of publications in high impact peer reviewed publications. Number of Department-wide concurrent research projects, with special consideration given to interdisciplinary and College of Pharmacy interdepartmental research projects.

Target: Increase number of publications and research projects above that of comparable peer institutions over the next 3-5 years.

Impact: To further enhance and develop Pharmacotherapy faculty with a drive to be productive and recognized for their collective accomplishments. Enhancing faculty recruitment and retention, and research productivity of existing faculty. Empower faculty to look beyond the campus for collaboration with the Medical and Healthcare Communities.

Department of Health Policy and Administration

[To Be Added]

Social Impact (Public and Professional Service)

Department of Pharmacotherapy

Goal: To provide the PharmD student with an appreciation of the importance of Pharmacists involvement in improving the public health through service learning.

Benchmark: Number of person hours of service provided by students/faculty members through the Early Practice Experience (EPE), Pharmaceutical Care Lab (PCL) experience and services provided to the community by Advance Practice Experience (APE) students (e.g., immunization clinics, diabetes monitoring, blood pressure monitoring, lipid screening, health fairs).

Target: Reportable activity conducted, on average, monthly during the academic year which can be highlighted by WSU and local media.

Impact: Producing a better PharmD graduate who is involved in our communities, is accustomed to giving back and knowledgeable in issues concerning current public health initiatives. Enhancing opportunities for intra- and inter-disciplinary research collaborations, including measurement of improved changes of health status as a result of above mentioned interventions.

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December 10, 2004**

Addendum

Department of Health Policy and Administration

Goal: Achieve and maintain accreditation by CAHME (Commission on Accreditation of Healthcare Management Education), formerly ACEHSA (Accrediting Commission on Education for Health Services Administration).

Benchmark: Whether the Master of Health Policy and Administration degree program is accredited by CAHME (Commission on Accreditation of Healthcare Management Education), formerly ACEHSA (Accrediting Commission on Education for Health Services Administration)

Target: Reaccreditation by CAHME (Commission on Accreditation of Healthcare Management Education), formerly ACEHSA (Accrediting Commission on Education for Health Services Administration), in 2005.

Impact: There are 50 CAHME accreditation criteria relating to: (I) Program Mission, Goals, Objectives, and Support; (II) Students and Graduates; (III) Teaching and Curriculum; and (IV) Faculty, Research and Service. In 1998, the Program's accreditation self-study was unsuccessful. In 2000, the Program's second accreditation self-study was successful with a 75% improvement in "Met" accreditation criteria, a 62% reduction in "Partially Met" criteria, and a 100% reduction of "Not Met" criteria. With the achievement of accreditation, the quantity and quality of students and graduates measurably increased, the quality of the curriculum and teaching measurably increased, and the quantity and quality of the faculty, research, and service measurably increased. The achievement and maintenance of CAHME accreditation is important to the to the Washington State University goal to "Nurture a world-class environment for research, scholarship, graduate education, . . . and engagement." This accreditation benchmark is important to help WSU Spokane meet its benchmark to "Increase WSU Spokane's visibility within the WSU University System—and within the greater Spokane region—as a major contributor to Washington State University's prestige as a world-class environment for learning research, and community outreach."

Department of Health Policy and Administration

Goal: "Nurture a world-class environment for research, scholarship, graduate education, . . . and engagement" in Health Policy and Administration.

Target: Offer a Ph.D. degree in Health Policy and Administration in the Department of Health Policy and Administration.

Benchmark: The top 12 health administration universities nationally offer a Ph.D. in health administration.

Impact: This benchmark target is important to the Washington State University benchmark goal to increase the number of Ph.D. students, as well as University Ph.D. enrollment and graduates as a percent of total enrollment. The Ph.D. in Health Policy and Administration fits with the *WSU Spokane Strategic Plan* priority regarding the “build out of program offerings to include doctoral degrees”, and the Higher Education Coordinating Board-approved WSU Spokane mission statement that Washington State University “is charged with the responsibility of providing doctoral programs in Spokane” with academic emphasis “on programs in the Health Science . . . fields.” The Ph.D. in Health Policy and Administration fits with the *College of Pharmacy Strategic Plan* to “Develop PhD program in health administration to improve status as a destination program, meet student and marketplace demands for doctoral-level training in health policy and administration, enhance program reputation, and improve faculty recruitment and retention.” The Ph.D. in Health Policy and Administration fits with the *WSU Strategic Plan* to “Nurture a World Class Environment for Research, Scholarship, Graduate Education. . .”, and “Strategically develop areas of excellence in collaborative research, scholarship” The Ph.D. in Health Policy and Administration is consistent with the *Preliminary Recommendations for Newer Campuses of Washington State University* (approved March 14, 2003 by the WSU Board of Regents) “to offer degrees without reference to any particular campus”, to establish and center academic programs “on any of the campuses in the WSU system”, and that “Residency requirements for degrees should refer to residence at any WSU location.” The *Recommendations* identify WSU Spokane as “a second location of the main research campus with emphasis on professional and graduate programs, especially in health care. . . .”

Department of Health Policy and Administration

Goal: Increase the number of Health Policy and Administration graduate students by 5 percent per year until currently funded capacity is reached (70 active HPA graduate students).

Benchmark: Number of active Health Policy and Administration graduate students per year.

Target: 70 active HPA graduate students.

Impact: This benchmark is important to the Washington State University benchmark goal to “increase the number of graduate students by 5 percent per year,” as well as University graduate enrollment as a percentage of total enrollment. This benchmark is important to help WSU Spokane meet the Higher Education Coordinating Board’s (HECB) projected enrollment of 2250 for WSU Spokane full-time equivalent (FTE) students by 2010. The overall HPA graduate student FTE growth rate for the five-year period from Fall 1998 to Fall 2003 was 105%. The overall WSU Spokane student FTE growth rate from Fall 1998 to Fall 2003 was 58%.

Department of Health Policy and Administration

Goal: “Nurture a world-class environment for research, scholarship, graduate education, . . . and engagement” in Health Policy and Administration.

Target: 10 full-time tenured and tenure-track faculty in Health Policy and Administration.

Benchmark: Number of full-time tenured and tenure-track faculty in Health Policy and Administration in comparison with the average size for the highest ranked health administration programs that do not offer a Ph.D. degree (i.e., Ohio State University, Duke University).

Impact: This benchmark is important to the Washington State University goal to “Nurture a world-class environment for research, scholarship, graduate education, . . . and engagement.” This benchmark is important to help WSU Spokane meet its benchmark to “Increase WSU Spokane’s visibility within the WSU University System—and within the greater Spokane region—as a major contributor to Washington State University’s prestige as a world-class environment for learning research, and community outreach.” The Graduate Program in Health Policy and Administration is currently: (a) one of only 69 programs accredited by CAHME (Commission on Accreditation of Healthcare Management Education), formerly ACEHSA (Accrediting Commission on Education for Health Services Administration), in North America; (b) one of only four CAHME-accredited programs in the 14-state Western region consisting of Alaska, Arizona, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, North Dakota, Oregon, South Dakota, Utah, Washington, and Wyoming; and (c) the only CAHME-accredited program admitted to the WICHE (Western Interstate Commission for Higher Education) Western Regional Graduate Program (WRGP). According to WICHE, “The Western Regional Graduate Program (WRGP) consists of very high quality masters and doctoral degree programs which tend not to be widely available throughout the West.”

Department of Health Policy and Administration

Goal: “Nurture a world-class environment for research, scholarship, graduate education, . . . and engagement” in Health Policy and Administration.

Target: 18 full-time tenured and tenure-track faculty in Health Policy and Administration.

Benchmark: Number of full-time tenured and tenure-track faculty in Health Policy and Administration in comparison with the average size for the highest ranked health administration programs that offer a Ph.D. degree [i.e., University of Michigan-Ann Arbor, University of North Carolina-Chapel Hill, University of Pennsylvania (Wharton), Northwestern University, University of Minnesota-Twin Cities (Carlson), University of Washington, Virginia Commonwealth University, University of California-Berkeley, University of Alabama-Birmingham, Johns Hopkins University, University of California-Los Angeles, University of Iowa].

Impact: This benchmark is important to the Washington State University goal to “Nurture a world-class environment for research, scholarship, graduate education, . . . and engagement.” This benchmark is important to help WSU Spokane meet its benchmark to “Increase WSU Spokane’s visibility within the WSU University System—and within the greater Spokane region—as a major contributor to Washington State University’s prestige as a world-class environment for learning research, and community outreach.” The Graduate Program in Health Policy and Administration is currently: (a) one of only 69 programs accredited by CAHME (Commission on Accreditation of Healthcare Management Education), formerly ACEHSA (Accrediting Commission on Education for Health Services Administration), in North America; (b) one of only four CAHME-accredited programs in the 14-state Western region consisting of Alaska, Arizona, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, North Dakota, Oregon, South Dakota, Utah, Washington, and Wyoming; and (c) the only CAHME-accredited program admitted to the WICHE (Western Interstate Commission for Higher Education) Western Regional Graduate Program (WRGP). According to WICHE, “The Western Regional Graduate Program (WRGP) consists of very high quality masters and doctoral degree programs which tend not to be widely available throughout the West.”