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Strategic Plan

College of Pharmacy

Unit: College of Pharmacy

Year: 2005-2006

Plan Coordinator: Dr. F. Lamar Pritchard, Dean

Plan Participants: Faculty/Staff/Students

URL: <http://rxweb.ulm.edu/pharmacy/strategic2004/strategicplan.html>

Vision:

Enhancing Louisiana's Health and Environment

Mission Statement:

The mission of the College of Pharmacy (COP) is to educate future health care professionals to meet the diverse pharmaceutical care needs of the people of Louisiana and to serve the professions of pharmacy and toxicology through a balanced program of education, research, service, and patient care.

The strategic decisions and daily operations of the College's faculty and staff will be reflective of the following values:

Responsibility - acting morally, ethically, and with integrity, as well as being accountable for one's actions. Students, faculty, and staff have a duty to adhere to these standards. We also recognize our duty to be thoughtful stewards of those resources entrusted to us.

Innovation - the synthesis, embodiment, or combination of knowledge in original, relevant, valued new products, processes, or services, especially as related to promoting optimal patient and educational outcomes.

Collaboration - the development of educational, research and practice partnerships among students, practitioners, educators, and other stakeholders.

Quality - the pursuit of excellence, which is cultivated and assessed through a process of continual quality improvement.

Professionalism - the demonstration of structural, attitudinal, and behavioral attributes of a profession and its members. Certain professional attributes, including a service orientation; caring; respect for others; accountability and responsibility for one's action;

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integrity; honesty; ethically sound decision making; and a commitment to life-long learning are fundamental to our functioning as learners, educators, researchers, scholars, and practitioners of pharmacy.

In addition to the values stated above, we have set the following goals:

Education

1. Educate entry level pharmacy practitioners to deliver pharmacy care in a dynamic, culturally diverse society, enabling graduates to enter a wide range of existing or emerging health care practices.
2. Provide effective graduate education in the pharmaceutical and toxicological sciences.
3. Recognize professional education as an individual process that begins in the academic setting and continues throughout the professional career, not only for the student but educators and practitioners as well.
4. Model attitudes and values that emphasize the importance of a team approach to patient-centered care.
5. Integrate basic, clinical, administrative and toxicological sciences.

Research/Scholarly Activity

1. Promote, develop and sustain excellence in graduate study and research in the clinical, basic, social and administrative sciences, thereby adding to the body of knowledge for scientists and educators in pharmacy, toxicology and related fields.
2. Promote research and scholarship that lead to improved patient care.
3. Promote research and scholarship that lead to improved educational outcomes.
4. Assess and evaluate all research and scholarly activity undertaken within the College.
5. Provide appropriate mentorship for faculty development.

Service

1. Address the healthcare and other societal needs by involving faculty, staff, and students in service activities at the university, local, state, national and international levels.
2. Promote wellness and disease prevention.
3. Promote therapeutic interventions, rational medication use, and the judicious use of

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economic resources.

4. Advance student and faculty participation and leadership in professional organizations.

Pharmacy Practice

1. Promote and optimize pharmacy care in order to improve patient outcomes.

2. Promote postgraduate professional training and assume an active role in the development of residencies and fellowships.

Reflection upon our stated mission, values, and goals has led us to develop the following educational philosophy:

The entry level Doctor of Pharmacy curriculum is an integration of biomedical, pharmaceutical, clinical, and administrative sciences to prepare practitioners who can effectively provide pharmaceutical care in a changing profession. Consistent with the educational philosophy of the University, the educational process is based on a student-centered approach that values life-long learning and the development of complex problem solving skills. Faculty demonstrate through their teaching, practice, and research the highest standards of professionalism and a passion for quality patient care.

Students will demonstrate the following:

1. A commitment to developing life-long learning habits.
2. The abilities required for a competent and contemporary patient-centered pharmacy practice.
3. Behaviors and attitudes necessary for professional growth and development.

Strategic Mission Alignment:

The COP supports ULM 's mission to serve its students and community through teaching, research, and service. On a dynamic and diverse campus that is technologically modern and conducive to learning, students are nurtured and encouraged to broaden their values, intellect, interests, talents, and abilities to become thoughtful and productive citizens.

Strategic Goals, Objectives, and Alignment:

Goal 1

Redesign and refine the structure and function of the College of Pharmacy in order to meet the needs of a dynamic academic and professional environment

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Strategic Goal Alignment:

Goal 1 is aligned with Goal or Objective #V.1 as stated in Strategic Plan of ULM in this way:

This goal is consistent with the University's goal to build the campus environment through improvement in and enhancement of campus growth.

Objective 1.1:

Consolidate the structure of the College's remote clinical training sites.

Tactical Steps 1.1:

Develop a well-designed remote satellite campus located at the Louisiana State University Medical Center Campus in New Orleans and in Shreveport, Louisiana.

Objective 1.2:

Redesign the physical layout and functionality of the College of Pharmacy (Sugar Hall) in order to meet current and future needs of the overall program.

Tactical Steps 1.2:

- a. Appoint a space utilization committee within the College comprised of members from each academic department.
- b. Create an area within Sugar Hall that will provide departmental structure and offices for the department of clinical and administrative sciences.
- c. Reallocate space within Sugar Hall that will yield geographic identity for each individual department in the College of Pharmacy.
- d. Design and construct expanded administration offices within Sugar Hall that will provide adequate space for administrative and support personnel.

Goal 2

Improve the deteriorating physical infrastructure of Sugar Hall (circa. 1971)

Strategic Goal Alignment:

Goal 2 is aligned with Goal or Objective #V. 2 as stated in Strategic Plan of ULM in this way:

This goal is consistent with the University's goal to develop, implement, and maintain a comprehensive maintenance program.

Objective 2.1:

Repair and update Sugar Hall.

Tactical Steps 2.1:

- a. Renovate the large auditorium style classroom #351.
- b. Install and support permanent state-of-the-art distance learning classroom technology and equipment in Sugar Hall, as well as the College's satellite

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campuses located in New Orleans and Shreveport.

- c. Update classroom technology and equipment in all classrooms in Sugar Hall.
- d. Repair and/or replace the dysfunctional environmental control system in Sugar Hall.
- e. Replace the dysfunctional cage washer in the vivarium facility in Sugar Hall.

Goal 3

Improve the security of Sugar Hall.

Strategic Goal Alignment:

Goal 3 is aligned with Goal or Objective #V.1.1 as stated in Strategic Plan of ULM in this way:

This goal is consistent with the University's goal to determine the adequacy of University space, accessibility, and security.

Objective 3.1:

Limit after hours access to the building to faculty and essential personnel.

Tactical Steps 3.1:

- a. Develop an electronic entry system that limits and tracks after hour's access.
- b. Continually educate faculty and staff concerning safety and security protocols.

Goal 4

Develop and continually refine curricula that meet the needs of a pharmacy student's requisite knowledge base and skill sets.

Strategic Goal Alignment:

Goal 4 is aligned with Goal or Objective #II.1 as stated in Strategic Plan of ULM in this way:

This goal is consistent with the University's goal to be a student-focused, learning-centered university. The COP curricula emphasize teaching, research, and service.

Objective 4.1:

Revise and update the current Doctor of Pharmacy curriculum for implementation by fall semester 2007.

Tactical Steps 4.1:

- a. Charge the Associate Dean for Academic Affairs and the curriculum committee with the task of revising and updating the school's Pharm.D. curriculum.
- b. Provide essential resources to the Associate Dean and the curriculum committee in order to complete the task in an exemplary fashion.

Goal 5

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Develop financial protocols and new initiatives designed to improve the school's fiscal and external communication functions.

Strategic Goal Alignment:

Goal 5 is aligned with Goal or Objective #IV. as stated in Strategic Plan of ULM in this way:

This goal is consistent with the University's goal to extend external relationships.

Objective 5.1:

Develop an annual budgetary process for the school that will delineate the different sources of the school's annual budget. i.e. General fund, professional fees, indirect cost recovery, gifts, endowment earnings, sales and service, etc.

Tactical Steps 5.1:

Objective 5.2:

Enhance the College's development and alumni relations initiatives.

Tactical Steps 5.2:

- a. Initiate annual mail and telephone fundraising campaigns for the School.
- b. Design a major donor recruitment campaign for the College.
- c. Appoint a Dean's Advisory Council which will be comprised of key alumni, as well as other individuals representing the different segments of pharmacy.
- d. Design and publish a ULM Pharmacy Quarterly Journal.

Objective 5.3:

Develop and refine protocols designed to create a continual governmental educational initiative to help ensure that necessary increases in the general fund portion of the school's budget are allocated.

Tactical Steps 5.3:

Goal 6

Expand the current roster of administrative and technical personnel to provide support for key functions within the School.

Strategic Goal Alignment:

Goal 6 is aligned with Goal or Objective #III.3 as stated in Strategic Plan of ULM in this way:

This goal is consistent with the University's goal to develop an effective and efficient University organization.

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Objective 6.1:

Appoint an Assistant Dean of Operations, Technology and Assessment for the College of Pharmacy.

Tactical Steps 6.1:

Objective 6.2:

Establish a Business Office within the school and appoint a Business Manager as head of this office. The Business Office roster will also include the Ordering/Receiving Clerk.

Tactical Steps 6.2:

Objective 6.3:

Appoint a Director of Technology for the College of Pharmacy. A key function of this position will include technical support for the distance learning program.

Tactical Steps 6.3:

Objective 6.4:

Appoint an Assistant Coordinator of Practice Experiences to coordinate early practice experiences and to assist the coordinator with administrative responsibilities of the overall program.

Tactical Steps 6.4:

Goal 7

Enhance the teaching, scholarship and service functions within the College of Pharmacy.

Strategic Goal Alignment:

Goal 7 is aligned with Goal or Objective #III.1 as stated in Strategic Plan of ULM in this way:

This goal is consistent with the University's goal to develop excellence by elevating the level of expectation in everyone's performance, identify the needs of and provide professional development for faculty and staff, and develop and employ incentive and recognition initiatives.

Objective 7.1:

Develop an effective faculty development program.

Tactical Steps 7.1:

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- a. Develop a faculty mentorship program for junior faculty.
- b. Provide quality educational programs during faculty retreats and faculty seminars.
- c. Develop strategies to send faculty to annual educational meetings and symposia.

Objective 7.2:

Develop strategies to provide essential equipment which is deemed necessary to conduct quality research programs.

Tactical Steps 7.2:

Objective 7.3:

Reestablish a continuing education department at the university level which will provide support for the school's continuing education programs throughout the State of Louisiana as well as the United States.

Tactical Steps 7.3:

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Strategic Plan

Basic Pharmaceutical Sciences

Unit: Basic Pharmaceutical Sciences

Year: 2007-2008

Plan Coordinator: Dr. Karen Briski

Plan Participants: BPS Faculty

URL:

Vision:

The Department serves as a unique resource of expertise in the interrelated disciplines of pharmacology, pharmaceuticals, and medicinal/natural products chemistry to the region, state, and nation at large. It occupies a distinctive niche in The University of Louisiana at Monroe and The University of Louisiana System, and is essential to the scholarly and service missions of these institutions. It seeks to provide an excellent education in the pharmaceutical sciences to professional and graduate students, conduct ground-breaking research on the discovery, design, delivery, disposition, and action of biologically active chemicals. It aspires to cultivate an academic and research climate that serves as a model and example for the pursuit, dissemination, and exchange of new knowledge.

Mission Statement:

The mission of the Department of Basic Pharmaceutical Sciences (BPS) is to advance health care through cutting-edge research and instruction on the nature and utilization of chemicals as medicines, chemical interactions with biological systems, and modes of delivery of therapeutic agents, and the preparation of capable and proficient students for productive professional and research careers in the pharmaceutical sciences.

Strategic Mission Alignment:

1. Educate entry level pharmacy practitioners to deliver pharmacy care in a dynamic, culturally diverse society, enabling graduates to enter a wide range of existing or emerging health care practices.
2. Provide effective education in the pharmaceutical sciences.

Strategic Goals, Objectives, and Alignment:

Goal 1

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To recruit, develop, support, and retain talented faculty

Strategic Goal Alignment:

Goal 1 is aligned with Goal or Objective #7 as stated in Strategic Plan of COP in this way:

Enhance the teaching, scholarship and service functions

Objective 1.1:

Cultivate awareness and recognition of BPS faculty contributions to the mission of the College and University

Tactical Steps 1.1:

Objective 1.2:

Implement a plan for regular self- and outside-assessment

Tactical Steps 1.2:

Objective 1.3:

Develop a plan for base salary increases

Tactical Steps 1.3:

Objective 1.4:

Develop a plan for scholarship-based salary supplementation

Tactical Steps 1.4:

Objective 1.5:

Provide opportunities for continual mentoring and development to all faculty

Tactical Steps 1.5:

Objective 1.6:

Enroll senior faculty in leadership development programs

Tactical Steps 1.6:

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Objective 1.7:

Institute a BPS research day and dinner to honor faculty and graduate student accomplishments

Tactical Steps 1.7:

Goal 2

To promote excellence in teaching

Strategic Goal Alignment:

Goal 2 is aligned with Goal or Objective #7 as stated in Strategic Plan of COP in this way:

Enhance the teaching, scholarship and service functions within the College of Pharmacy

Objective 2.1:

Utilize regular peer-review by BPS faculty and external personnel to mentor all faculty

Tactical Steps 2.1:

Objective 2.2:

Provide opportunities for educational workshop attendance

Tactical Steps 2.2:

Objective 2.3:

Verticalize and cross-reference departmental professional curriculum offerings

Tactical Steps 2.3:

Objective 2.4:

Revamp and modernize graduate course offerings

Tactical Steps 2.4:

Objective 2.5:

Work with the College of Pharmacy Curriculum committee to update first and second year BPS course structure and content

Tactical Steps 2.5:

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Objective 2.6:

Develop a broad-based departmental student evaluation tool

Tactical Steps 2.6:

Goal 3

To procure sustained funding for individual and multi-investigator research activities.

Strategic Goal Alignment:

Goal 3 is aligned with Goal or Objective #7 as stated in Strategic Plan of COP in this way:

Enhance the teaching, scholarship and service functions within the College of Pharmacy

Objective 3.1:

Implement an intramural funding program for high-risk, high-gain research projects

Tactical Steps 3.1:

Objective 3.2:

Increase annual numbers of proposals submitted to local, state, private, and federal funding agencies

Tactical Steps 3.2:

Objective 3.3:

Increase numbers and dollar amounts of extramurally-funded research projects

Tactical Steps 3.3:

Objective 3.4:

Increase research funding per FTE

Tactical Steps 3.4:

Objective 3.5:

Increase annual numbers of published articles and patents

Tactical Steps 3.5:

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Objective 3.6:

Increase interdisciplinary research and grantsmanship among BPS faculty

Tactical Steps 3.6:

Objective 3.7:

Increase collaborative research with investigators at other Louisiana institutions

Tactical Steps 3.7:

Objective 3.8:

Develop a departmental grants office to assist in the preparation of grant applications and related materials

Tactical Steps 3.8:

Objective 3.9:

Create and maintain a technological infrastructure that supports cutting-edge research

Tactical Steps 3.9:

Objective 3.10:

Identify laboratory space needs and requirements

Tactical Steps 3.10:

Objective 3.11:

Ensure adequate ancillary administrative support

Tactical Steps 3.11:

Objective 3.12:

Identify and target areas of research strength for focused investment

Tactical Steps 3.12:

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Objective 3.13:

Establish a research track in the Pharm.D. program

Tactical Steps 3.13:

Objective 3.14:

Establish collaborative relationships with pharmaceutical companies in Louisiana

Tactical Steps 3.14:

Goal 4

To recruit and retain superior graduate students

Strategic Goal Alignment:

Goal 4 is aligned with Goal or Objective #7 as stated in Strategic Plan of COP in this way:

Enhance the teaching, scholarship and service functions within the College of Pharmacy

Objective 4.1:

Implement a combined Pharm.D./Ph.D. program

Tactical Steps 4.1:

Objective 4.2:

Increase stipend support and health benefits

Tactical Steps 4.2:

Objective 4.3:

Increase efforts to recruit minority students

Tactical Steps 4.3:

Objective 4.4:

Seek Louisiana Board of Regents- and federally-funded training grants

Tactical Steps 4.4:

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Objective 4.5:

Participate in multi-institutional graduate training programs

Tactical Steps 4.5:

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Strategic Plan Clinical and Administrative Sciences

Unit: Clinical and Administrative Sciences

Year: 2005-2006

Plan Coordinator: Dr. Charles Jastram

Plan Participants: CAS Faculty

URL:

Vision:

Enhancing Louisiana's Health and Environment

Mission Statement:

Conduct an educational program that produces graduates capable of providing pharmacy care in a dynamic and changing health care system and capable of managing drug therapy processes in collaborative practice with the health care team.

Strategic Mission Alignment:

Educate entry level pharmacy practitioners to deliver pharmacy care in a dynamic, culturally diverse society, enabling graduates to enter a wide range of existing or emerging health care practices.

Strategic Goals, Objectives, and Alignment:

Goal 1

Provide a high quality professional educational program for Doctor of Pharmacy students.

Strategic Goal Alignment:

Goal 1 is aligned with Goal or Objective #4 as stated in Strategic Plan of COP in this way:

Develop and refine curricula that meet the needs of pharmacy students' requisite knowledge base and skill sets.

Objective 1.1:

Identify weaknesses in PharmD curriculum

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Tactical Steps 1.1:

Evaluate course objectives and compare to CAPE objectives - College Of Pharmacy Curriculum Committee (SOPCC)

Compare curriculum to other Schools/Colleges of Pharmacy (SOPCC)

Provide input to the School of Pharmacy Curriculum Committee (CAS faculty who are members of SOP Curriculum Committee)

Review curriculum changes with faculty at dept meeting (Dept Head)

Objective 1.2:

Improve classroom experiences for students and faculty.

Tactical Steps 1.2:

Attend training on new smart classrooms – all faculty

Incorporate Blackboard, Turnitin and other available technology in course – all faculty

Incorporate higher levels of learning in teaching and testing – all faculty

Objective 1.3:

Match course expectations with syllabus objectives.

Tactical Steps 1.3:

Review objectives of course and make sure they are included in syllabus and that they are communicated to students - all faculty

Implement standardized syllabus developed by ULM with incorporated department items – all faculty

Review course objectives of team taught courses – course coordinators and faculty

Objective 1.4:

Improve coordination and cooperation with turn-taught courses

Tactical Steps 1.4:

Develop policies and procedures for team-taught courses – Greg Leader.

Communicate expectations of coordinators and faculty – Greg Leader.

Goal 2

Develop and foster faculty excellence in scholarship, teaching, and research.

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Strategic Goal Alignment:

Goal 2 is aligned with Goal or Objective #7 as stated in Strategic Plan of COP in this way:

Enhance teaching, scholarship and service functions of faculty

Objective 2.1:

Establish a faculty development program/plan.

Tactical Steps 2.1:

Identify areas for improvement (Susan Sirmans)

Develop a faculty resource catalogue (Susan Sirmans)

Include a faculty orientation program in the development plan.

Objective 2.2:

Improve teaching skills

Tactical Steps 2.2:

Have regular workshops on teaching and learning (Dept Head)

Conduct peer evaluations to identify areas for improvement (all faculty)

Objective 2.3:

Have regular performance evaluations.

Tactical Steps 2.3:

Use student evaluations for every course. (all faculty)

Have a mid year performance evaluation and tenure checkup. (Dept Head)

Objective 2.4:

Develop teams for research projects.

Tactical Steps 2.4:

Match Pharmacy Administration faculty and graduate students with clinical faculty in research projects. (Dept Head)

Develop a mentoring program that pairs senior and junior faculty in research projects. (Dept Head)

Goal 3

Improve the infrastructure of the Department.

Strategic Goal Alignment:

Goal 3 is aligned with Goal or Objective #1.1 as stated in Strategic Plan of COP in this way:

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Consolidate the structure of the department and the remote clinical training sites

Objective 3.1:

Provide leadership within the Department

Tactical Steps 3.1:

Fill Department Head position – Justin Sherman

Design organizational chart of the department with clear lines of authority and reporting – Dept Head

Develop job descriptions for those with additional responsibilities beyond faculty – Dept Head

Objective 3.2:

Procure space for faculty to have adequate offices.

Tactical Steps 3.2:

Partner with agencies who have space. (COP Administration)

Have permanent office space in Bienville for Monroe faculty and an office designated for traveling faculty. (COP Space Utilization Committee)

Objective 3.3:

Provide adequate secretarial and technical support staff.

Tactical Steps 3.3:

Hire two more secretaries for the department and assign job duties accordingly (Dept Head).

Incorporate Pharmacy Administration graduate assistants into support staff with adequate training to facilitate distance learning. (Dept Head)

Have access to a technical support person who is available when needed. (COP Administration)

Hire tech/support staff person for Advance Practice. (COP Administration)

Objective 3.4:

Improve communication between all Department faculty and staff.

Tactical Steps 3.4:

Adopt a formal communications channel (Dept Head and faculty)

Have monthly Department meetings via teleconference with improved teleconference technology. (Dept Head)

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Have quarterly meetings that rotate around state. (Dept Head)

Three quarterly meetings per year will be devoted to faculty development. The January meeting will be designated for strategic planning. All meetings will include a Department meeting.

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Strategic Plan Outcomes Research & Evaluation

Unit: Outcomes Research & Evaluation

Year: 2006-2007

Plan Coordinator: Dr. Sandy Blake

Plan Participants: OORE staff

URL:

Vision:

Health care solutions through research and education

Mission Statement:

To promote improved patient health outcomes through the innovative and efficient application of clinical knowledge and data driven solutions.

Strategic Mission Alignment:

Service

1. Address the healthcare and other societal needs by involving faculty, staff, and students in service activities at the University, local, state, national and international levels.
2. Promote wellness and disease prevention.
3. Promote therapeutic interventions, rational medication use, and the judicious use of economic resources.

Strategic Goals, Objectives, and Alignment:

Goal 1

Everyone in the organization achieves some training or increase in knowledge through training and study toward the goal of certification or credentialing or other areas of expertise.

Strategic Goal Alignment:

Goal 1 is aligned with Goal or Objective #7 as stated in Strategic Plan of COP in this way:

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Enhance the teaching, scholarship and service functions within the College of Pharmacy

Objective 1.1:

One-half of pharmacists will be certified in diabetes and one-half in asthma by December 31, 2005

Tactical Steps 1.1:

Objective 1.2:

One Enterprise Miner project completed by December 31, 2005 and submitted for publication or presented to DHH.

Tactical Steps 1.2:

Objective 1.3:

Become familiar with the MMA and how it could impact us. Executive summary distributed by July 1, 2005.

Tactical Steps 1.3:

Debbie will attend Access training.

Michelle will attend Adobe training.

Goal 2

To implement over the next three years the disease management and outcomes research programs in such a manner as to have a positive impact on the state and on the patients we serve.

Strategic Goal Alignment:

Goal 2 is aligned with Goal or Objective #7 as stated in Strategic Plan of COP in this way:

Enhance the teaching, scholarship and service functions within the College of Pharmacy

Objective 2.1:

By year end, we will implement the two disease management programs.

Tactical Steps 2.1:

Objective 2.2:

By year end, we will survey the needs of the DM stakeholders.

Tactical Steps 2.2:

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Objective 2.3:

By year end, we will have analyzed and reported DM outcomes analyzing and reporting

Tactical Steps 2.3:

Objective 2.4:

We will have in place an initial CQI process.

Tactical Steps 2.4:

Goal 3

To market ourselves as an organization, the Office of Outcomes Research and Evaluation, in such a way to increase our value to the State of Louisiana, DHH, ULM and to the people we serve.

Strategic Goal Alignment:

Goal 3 is aligned with Goal or Objective #7 as stated in Strategic Plan of COP in this way:

Enhance the teaching, scholarship and service functions within the College of Pharmacy

Objective 3.1:

By July 1, 2005, conduct initial needs assessment of DHH.

Tactical Steps 3.1:

Objective 3.2:

By year end, have 4 submissions to peer-reviewed journals.

Tactical Steps 3.2:

Objective 3.3:

By year end, have submitted an article to Louisiana Pharmacist and Journal of the Louisiana Medical Society.

Tactical Steps 3.3:

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Strategic Plan

Department of Toxicology

Unit: Department of Toxicology

Year: 2006-2007

Plan Coordinator: Dr. Kevin N. Baer

Plan Participants: Dr. Sharon Meyer, Mr. John Herrock, Mr. Shannon Banks

URL: <http://rxweb.ulm.edu/pharmacy/toxicology.html>

Vision:

The Department of Toxicology will produce students with basic and advanced knowledge in toxicology who will provide expertise in Industrial Hygiene, environmental and health sciences, regulatory toxicology, and forensic science to the chemical/pharmaceutical/general manufacturing industries, governmental agencies, and biomedical research.

Mission Statement:

The mission of the Department of Toxicology is to provide instruction in toxicology of the highest quality that is appropriate for students at the undergraduate, graduate, professional and postgraduate levels and to advance biomedical knowledge, particularly in toxicology, through active participation in high quality research and other scholarly activities consistent with the needs of the College of Pharmacy and the University of Louisiana at Monroe.

Strategic Mission Alignment:

The mission of the Department of Toxicology contributes to the College of Pharmacy and the University Office of Academic Affairs missions of establishing programs of the highest quality, stimulating academic growth by enhancing student learning, and connecting the academic life within the University to needs beyond the campus. It is aligned with the University Strategic Plan as it focuses on student learning, community partnerships, and high quality academic and professional programs.

Strategic Goals, Objectives, and Alignment:

Goal 1

Graduates will understand and be able to apply basic principles of toxicology, to include risk or hazard assessment, use of animal models, toxicological mechanisms of action on the mammalian

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system, and general treatment regimens for toxic exposures.

Strategic Goal Alignment:

Goal 1 is aligned with Goal or Objective #1 as stated in Strategic Plan of Office of Academic Affairs in this way:

To offer high quality academic and professional programs to meet the intellectual, cultural, vocational, social, and personal needs of its students.

Objective 1.1:

At least 50% of students will average a score of 63% on written papers required in Toxi-411 (General Toxicology concepts I).

Tactical Steps 1.1:

Critical thinking is taught in all courses throughout the curriculum, and Toxi-411 requires students to synthesize previous knowledge in Toxi-101 (C or better progression requirement), physiology (Biol-311) and chemistry (Chem-107, -108, -230, and -232).

Objective 1.2:

At least 50% of students will average a score of 63% on oral presentations in Toxi-411, -412 (General Toxicology concepts I & II).

Tactical Steps 1.2:

Toxi-411 & 412 requires students to participate in debates, group problem solving, and oral presentations of various toxicological issues. Toxi-412 requires students to synthesize previous knowledge in Toxi-101, -201 (C or better progression requirement), physiology (Biol-311) and chemistry (Chem-107, -108, -230, and -232). All results will be determined by at least two Toxicology faculty.

Objective 1.3:

At least 50% of students will score at least 48% on the comprehensive exam.

Tactical Steps 1.3:

In Toxi-491 (Seminar; soon to be expanded in the Capstone Course), students are required to take a final comprehensive exam that covers critical aspects of the discipline of toxicology.

Goal 2

Graduates will understand and be able to apply basic principles of toxicology, to include environmental fate and effects of chemicals.

Strategic Goal Alignment:

Goal 2 is aligned with Goal or Objective #1 as stated in Strategic Plan of Office of Academic Affairs in this way:

To offer high quality academic and professional programs to meet the intellectual, cultural, vocational, social, and personal needs of its students.

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Objective 2.1:

At least 50% of students will average a score of 63% on written papers required in Toxi-201(Environmental Toxicology).

Tactical Steps 2.1:

Toxi-201 encompasses both the fate and effects of chemicals in the environment. Potential sources, routes of exposure, and physical, chemical, and biological factors important with the movement of contaminants within various components in the ecosystems are examined. Critical thinking is taught in all courses throughout the curriculum, and Toxi-201 requires students to synthesize previous knowledge in Biol-120, -121 and Chem-107, -109. All results will be determined by at least two Toxicology faculty.

Goal 3

Graduates will understand and be able to apply basic principles of Industrial Hygiene including job hazard analysis, exposure assessment, recognition of adverse effects of chemical and physical workplace agents and implementation of hazard control measures.

Strategic Goal Alignment:

Goal 3 is aligned with Goal or Objective #1 as stated in Strategic Plan of Office of Academic Affairs in this way:

To offer high quality academic and professional programs to meet the intellectual, cultural, vocational, social, and personal needs of its students.

Objective 3.1:

At least 50% of students will average a score of 63% on written assigned topic papers in Industrial Hygiene courses (Toxi-444, -443).

Tactical Steps 3.1:

Industrial Hygiene courses and laboratory introduces the student to general principles, regulatory standards, workplace hazards, exposure control, and problem solving strategies. The courses require students to synthesize previous knowledge in Toxi-101, -201 and Chem-107, -109. All results will be determined by at least two Toxicology faculty.

Objective 3.2:

At least 50% of students will score at least 60% on the Industrial Hygiene portion of the comprehensive exam in Toxi-491.

Tactical Steps 3.2:

In Toxi-491 (Seminar; soon to be expanded in the Capstone Course), students are required to take a final comprehensive exam that covers many aspects of the discipline of toxicology. There is a section in the exam that specifically covers Industrial Hygiene. All results will be determined by at least two Toxicology faculty.

Goal 4

Graduates will be able to utilize literature databases and computer programs, understand and interpret scientific literature, prepare and present seminars, symposia, and other forms of written

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and/or oral presentations on topics of relevance to toxicology.

Strategic Goal Alignment:

Goal 4 is aligned with Goal or Objective #1 as stated in Strategic Plan of Office of Academic Affairs in this way:

To offer high quality academic and professional programs to meet the intellectual, cultural, vocational, social, and personal needs of its students.

Objective 4.1:

At least 50% of students will average a score of 60% on oral presentations in Toxi-491.

Tactical Steps 4.1:

In Toxi-491 (Seminar; soon to be expanded in the Capstone Course), requires students to research and present an oral seminar on current problems in the field of toxicology. Students are also required to lead a discussion at the end of their oral presentation. The presentation will be graded by at least two Toxicology faculty. Grading will be based on the following: organization (37.5%), audio-visual aids (12.5%), appearance/demeanor (12.5%), and discussion (37.5%).

Objective 4.2:

At least 50% of students will average a score of 63% on written papers.

Tactical Steps 4.2:

In Toxi-491 (Seminar; soon to be expanded in the Capstone Course), requires students to research and present a written paper on current problems in the field of toxicology. The paper will be graded by at least two Toxicology faculty. The paper will consist of a minimum of 2,500 words and include at least 5 sources. The paper will be at least 35% of the course grade.

Goal 5

To continue to improve the Bachelor of Science in Toxicology program and the graduate program in toxicology. Throughout these programs, students will integrate education, research, and outreach.

Strategic Goal Alignment:

Goal 5 is aligned with Goal or Objective #1 as stated in Strategic Plan of Office of Academic Affairs in this way:

"Establish and maintain an academic identity".

Objective 5.1:

Review and revise, if warranted, the current Bachelor of Toxicology curriculum.

Tactical Steps 5.1:

The Department of Toxicology curriculum committee will meet at least twice a year to review the current curriculum. A Toxicology Advisory Council will be created that is

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comprised of toxicology professionals from industry, governmental agencies and academia.

Objective 5.2:

Expand the Summer Internship Program for junior and senior toxicology students.

Tactical Steps 5.2:

Contact additional industries outside of the immediate geographical location for participation in the internship program. Expand the length of the internship into fall and/or spring semesters.

Objective 5.3:

Provide more opportunities for community service to toxicology undergraduates and graduate students.

Tactical Steps 5.3:

Participate in Poison Prevention Week by setting up an educational booth at the mall or other public venues. Participate in additional activities that promote chemical hazard awareness and/or environmental pollution concerns.

Objective 5.4:

Increase faculty-student mentoring.

Tactical Steps 5.4:

Participate in Emerging Scholars Program and student directed study projects.

Goal 6

To enhance research at the undergraduate, graduate and post graduate levels by increasing extramural support from public and private sectors. This also includes enhancement of and, where possible, increasing research infrastructure (vivarium, instrumentation, space, etc).

Strategic Goal Alignment:

Goal 6 is aligned with Goal or Objective #2 as stated in Strategic Plan of Office of Academic Affairs in this way:

"Maintain and further enhance academic quality".

Objective 6.1:

Increase the number of grant submissions to public and/or private sectors.

Tactical Steps 6.1:

Review and reduce course loads for research faculty, as appropriate. Explore funding opportunities for toxicology instructors utilizing their expertise in Industrial Hygiene and environmental risk assessment. Examples include providing education/training for community/homeowner/highschool students in health and safety. Add an assistant professor to the department.

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Objective 6.2:

Increase participation in local/regional/national/international scientific meetings.

Tactical Steps 6.2:

Seek additional funding sources for travel to scientific meetings.

Goal 7

Establish a partnership with appropriate disciplines at other institutions both within the state and elsewhere to strengthen both the undergraduate and graduate programs.

Strategic Goal Alignment:

Goal 7 is aligned with Goal or Objective #2 as stated in Strategic Plan of Office of Academic Affairs in this way:

"Maintain and further enhance academic quality".

Objective 7.1:

Initiate toxicology of nanoparticles research with La Tech collaborators.

Tactical Steps 7.1:

Organize and conduct collaborative research seminars and/or round table discussions. Seek appropriate funding agencies for grant submission.

Objective 7.2:

Host and/or participate in local/state/national meetings (SOT, SETAC) that foster collaborative efforts.

Tactical Steps 7.2:

Seek additional funding for travel and/or meeting expenses. Provide funding for guest speakers in graduate seminars.

Goal 8

Recruit students who have intellectual and behavioral characteristics compatible with the Toxicology degree program and graduate student programs by modifying recruiting.

Strategic Goal Alignment:

Goal 8 is aligned with Goal or Objective #2 as stated in Strategic Plan of Office of Academic Affairs in this way:

"Maintain and further enhance academic quality".

Objective 8.1:

Participate in University-sponsored recruiting efforts (i.e., Browse on the Bayou).

Tactical Steps 8.1:

Encourage junior and senior toxicology students to participate in recruiting. Create new

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toxicology program brochures for distribution.

Objective 8.2:

Increase recruiting trips to highschools in northern Louisiana and Southern Arkansas.

Tactical Steps 8.2:

Distribute toxicology program recruiting posters to highschool guidance counselors/science teachers. Increase recruiting trips.

Objective 8.3:

Offer an introductory course in toxicology to area highschools.

Tactical Steps 8.3:

Re-design Toxicology 101 for highschool students.

Goal 9

Create a culture within the Department that promotes a sense of community and instills a lifelong commitment to professional values and competencies.

Strategic Goal Alignment:

Goal 9 is aligned with Goal or Objective #1 as stated in Strategic Plan of Office of Academic Affairs in this way:

"Maintain and further enhance academic quality".

Objective 9.1:

Enhance the social and professional activities for toxicology students.

Tactical Steps 9.1:

Invite professional speakers to Tau Omicron Chi (Tox Club). Invite alumni active in the field to Tox Club functions and toxicology seminars. Increase activities for social and professional interaction such as the Annual Crawfish Boil, Tail-gate parties, etc.

Goal 10

Expand the distant learning technologies for the B.S. degree program and explore graduate education distance learning potential.

Strategic Goal Alignment:

Goal 10 is aligned with Goal or Objective #1 as stated in Strategic Plan of Office of Academic Affairs in this way:

"Maintain and further enhance academic quality".

Objective 10.1:

Offer Toxi-101 and Toxi-201 on-line.

Tactical Steps 10.1:

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Create power-point lectures and lesson plans/notes for Toxi-101 and Toxi-201 on Blackboard.

Goal 11

Provide a source of information and education for the public through programs, civic interaction and public school presentations.

Strategic Goal Alignment:

Goal 11 is aligned with Goal or Objective #2 as stated in Strategic Plan of Office of Academic Affairs in this way:

"Maintain and further enhance academic quality".

Objective 11.1:

Increase community awareness of toxicology and related health/environmental issues.

Tactical Steps 11.1:

Present educational seminars on nonpoint source pollution prevention to area homeowners/school children. Develop public service announcements dealing with toxicological and/or health issues for ULM and/or local radio programs. Write guest columns for local newspapers. Participate in radio/TV/newspaper interviews for local/state/national health or environmental issues. Participate in CE courses of other related professions.

Goal 12

Design and implement an assessment plan for the purpose of assessing courses, modules, curriculum, and student achievement of outcomes. Data collected through assessment will be utilized for curricular improvement and development, student progress and improvement of faculty instruction.

Strategic Goal Alignment:

Goal 12 is aligned with Goal or Objective #1 as stated in Strategic Plan of Office of Assessment and Evaluation in this way:

"Conduct meaningful assessment procedures".

Objective 12.1:

Develop Student Learning Outcome Matrix and data collection.

Tactical Steps 12.1:

Develop assessment tools for each Student Learning Outcome criteria. Identify appropriate personnel as centerpoint for data collection. Create spreadsheets for collecting and tabulating each SLO measure.

Objective 12.2:

Evaluation of data for curricular improvement and development.

Tactical Steps 12.2:

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Conduct faculty meetings for evaluation and discussion of results. Make appropriate changes as warranted.

Goal 13

Identify, develop, and expand alumni support initiatives.

Strategic Goal Alignment:

Goal 13 is aligned with Goal or Objective #NA as stated in Strategic Plan of Advancement and External Affairs in this way:

No formal strategic plan has been submitted.

Objective 13.1:

Expand alumni activities.

Tactical Steps 13.1:

Contact graduates and obtain updated information. Create and disseminate an alumni newsletter (quarterly). Create an alumni organization. Host alumni events/activities.