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Online Appendix. Percentage of respondents ranking each item as essential (+) or non-essential (-) key performance indicator during the three Delphi rounds.

The colors reflect consensus achieved for items considered essential (green) or non-essential (red). The gray shade means that items were not assessed, and white cells mean that consensus was not attained among respondents.

	Delphi Round		
Key Performance Indicator	R1 (≥90%) n=49	R2 (≥80%) n=51	R3 (≥75%) n=42
Module 1: Admis			
Total number of PharmD applications*	mandatory	mandatory	mandatory
Comprehensive score by the Pharmacy College Application Services (PharmCAS) applicant scoring system	51.6% (-)	51.2% (-)	65.7% (-)
Mean cumulative undergraduate GPA of entering class	72.5% (+)	83.0% (+)	
Mean cumulative undergraduate science GPA of entering class	60.0% (+)	73.9% (+)	64.1% (+)
Mean comprehensive PCAT score of entering class	57.9% (+)	53.7% (-)	54.3% (-)
Aggregate percentage of admitted class with prior degree (Bachelor of Arts, Bachelor of Science, or Mster of Science)	58.5% (-)	63.8% (+)	57.9% (+)
Percentage of applications from out-of-state schools	51.3% (+)	50.0% (+)	56.4% (+)
Percentage of entering class from top-ranked Virginia feeder school (Christopher Newport University, George Mason University, James Madison University, VCU, Virginia Tech, University of Virginia, and William & Mary)	59.0% (+)	52.1% (+)	50.0% (+)
Mean cumulative undergraduate GPA of total applicants		65.2% (-)	61.5% (-)
Mean cumulative undergraduate science GPA of total applicants		65.2% (-)	73.7% (-)
Mean comprehensive PCAT score of total applicants		81.8% (-)	
Percentage of <u>applicants</u> from top-ranked Virginia feeder school (Christopher Newport University, George Mason University, James Madison University, VCU, Virginia Tech, University of Virginia, and William & Mary)		60.9% (-)	61.0% (-)
Percentage of entering class that identifies as an underrepresented minority		75.6% (+)	92.3% (+)
Number of recruitment events (e.g., immersion events for middle school, high school and undergraduate students, and off-campus events)		53.5% (+)	55.0% (-)
Module 2: Community			
Number of formal partnerships (local, national, international)*	Mandatory	Mandatory	Mandatory
Percentage of community partners who rate contributions of SOP Faculty and students as "Excellent" for addressing community needs	78.4% (+)	76.1% (+)	75.0% (+)
Duration of existing partnerships (mean and range)	59.0% (-)	55.8% (-)	60.5% (-)
Percentage of full-time faculty and staff who submit community service leave	65.1% (-)	69.8% (-)	74.4% (-)
Percentage of full-time faculty and staff who partake but do not submit community service leave		70.0% (-)	78.4% (-)
Number of aggregate hours of student community service		75.0% (+)	86.5% (+)
Number of aggregate hours of faculty community service		60.5% (+)	56.8% (+)
Number of students who participate in domestic and international outreach events		65.1% (+)	70.3% (+)
Module 3: Continuing			
Number of continuing education programs offered	75.0% (+)	83.0% (+)	50.00(())
Number of hours in continuing education units Percentage of continuing education programs with an average score of 3.5/4.0 (reworded below)	56.8% (+) 59.0% (+)	52.3% (+)	52.8% (-)
Average satisfaction score of all continuing education programs		77.3% (+)	91.7% (+)
Number of joint accreditation programs		62.2% (-)	61.8% (-)



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	Delphi Round		
Key Performance Indicator	R1 (≥90%) n=49	R2 (≥80%) n=51	R3 (≥75%) n=42
Number of new continuing education programs offered	11-10	57.4% (-)	63.2% (-)
Number of unique continuing education participants	54.3% (+)	55.0% (+)	50.0% (+)
Number of participants attending 2 or more programs	86.1% (-)	70.7% (-)	74.3% (-)
Net revenue generated	63.2% (+)	70.7% (+)	84.6% (+)
Module 4: Diversit	ity		
Percentage of underrepresented minority PharmD students, Master and PhD students, faculty members, and staff members (includes Black/African-American, Hispanic/LatinX, American Indian)*	Mandatory	Mandatory	Mandatory
Percentage of <u>overall</u> faculty, students and staff who feel the SOP is welcoming to those with diverse backgrounds	89.4% (+)	95.8% (+)	
Percentage of Black/African-American faculty, students and staff who feel the SOP is welcoming to those with diverse backgrounds		61.9% (+)	53.8% (-)
Percentage of American Indian faculty, students and staff who feel the SOP is welcoming to those with diverse backgrounds		54.8% (+)	61.5% (-)
Percentage of Hispanic/LatinX faculty, students and staff who feel the SOP is welcoming to those with diverse backgrounds		57.1% (+)	53.8% (-)
Percentage of White faculty, students and staff who feel the SOP is welcoming to those with diverse backgrounds		54.8% (+)	53.8% (-)
Percentage of Asian faculty, students and staff who feel the SOP is welcoming to those with diverse backgrounds			53.8% (-)
Percentage of underrepresented minority faculty, students and staff who feel the SOP is welcoming to those with diverse backgrounds			87.5% (+)
Percentage of underrepresented minority and women in School leadership positions (deans, chairs, vice chairs, directors)	83.7% (+)	85.1% (+)	
Percentage of underrepresented minority student leaders		57.1% (+)	54.1% (+)
Percentage of underrepresented minority national student awards		62.8% (-)	68.4% (-)
Percentage of underrepresented minority faculty by department		63.0% (+)	70.0% (+)
Module 5: Faculty Experience			
Faculty attrition rate (except retirements)*	Mandatory	Mandatory	Mandatory
Percentage of faculty who are satisfied with the VCU SOP (combination of items from the AACP faculty survey)	95.6% (+)		
Percentage of faculty who believe that they have adequate resources	81.8% (+)	86.7% (+)	
Number of awards received by faculty	60.0% (+)	68.3% (+)	59.5% (+)
Percentage of faculty members serving as leaders in state / national organizations (elected officers or appointed chairs)	69.0% (+)	77.8% (+)	82.9% (+)
Percentage of clinical faculty with postgraduate certification (include Board of Pharmaceutical Specialties, Crtified Diabetes Educator, Certified Lipid Specialist, Certified Geriatric Pharmacist)	68.4% (+)	69.8% (+)	73.7% (+)
Percentage of SOP required courses with average student course evaluation score > 3.3/4	58.5% (+)	59.6% (+)	65.8% (+)
Percentage of faculty salaries equal to or exceeding the AACP 50th percentile	88.4% (+)	87.0% (+)	
Percentage of faculty who feel valued at work			77.5% (+)
Module 6: Staff Experience a			
Percentage of staff who are satisfied with the VCU SOP Percentage of staff who believe that they have adequate	95.7% (+) 81.8% (+)	81.6% (+)	
professional development			
Staff attrition rate (except retirements)	81.8% (+)	87 2% (+)	
Staff attrition rate (except retirements) Percentage of staff with long-term career goals unrelated to their current SOP employed role	81.8% (+)	87.2% (+) 73.7% (-)	75.0% (-)



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I utal quilar amount of external competitive research tungs 1 51.6% (-)	Total dollar amount of external competitive research funds			51.6% (-)	



		Delphi Round	
Key Performance Indicator	R1 (≥90%) n=49	R2 (≥80%) n=51	R3 (≥75%) n=42
obtained per total faculty effort dedicated to research			
Percentage of National Instituted of Health R01s with active underserved / minority graduate student supplements			54.8% (-)
Module 10: Student Experier	nce and Succes	5	
NAPLEX and Multistate Pharmacy Jurisprudence Examination pass rate for first-time exam takers exceeds US average*	Mandatory	Mandatory	Mandatory
Four-year attrition rate for PharmD students (total and by demographics of age, gender, and race)*	Mandatory	Mandatory	Mandatory
Percentage of graduating class with pharmacy jobs within 6 months of graduation*	Mandatory	Mandatory	Mandatory
Percentage of graduating students who are satisfied with the VCU SOP PharmD Program	97.8% (+)		
Percentage of P1-P3 students who are satisfied with the VCU SOP Doctor of Pharmacy Program	76.7% (+)	87.0% (+)	
Percentage of graduating students who would choose the VCU SOP again for their pharmacy education	70.5% (+)	85.4% (+)	
Percentage of PharmD students (a) seeking and (b) obtaining (i.e. match rate) a residency (# obtained divided by # submitted rank list)	82.9% (+)	95.3% (+)	
Average score on Advanced Pharmacy Practice Experiences Professional Competency Evaluations by preceptors	63.2% (-)	56.8% (-)	65.7% (-)
Number of national and state awards received by students	53.8% (-)	53.2% (+)	52.6% (+)

North American Pharmacist Licensure Examination; NIH, National Institutes of Health; PCAT, Pharmacy College Admission Test; PharmD, Doctor of Pharmacy; PhD, Doctor of Philosophy; SOP, School of Pharmacy; VCU, Virginia Commonwealth University.

