

**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.

Key Performance Indicator	Delphi Round		
	R1 (≥90%) n=49	R2 (≥80%) n=51	R3 (≥75%) n=42
<b>Module 1: Admissions</b>			
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 <u>total applicants</u>		65.2% (-)	61.5% (-)
Mean cumulative undergraduate science GPA of <u>total applicants</u>		65.2% (-)	73.7% (-)
Mean comprehensive PCAT score of <u>total applicants</u>		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% (-)
<b>Module 2: Community Outreach</b>			
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% (+)
<b>Module 3: Continuing Education</b>			
Number of continuing education programs offered	75.0% (+)	83.0% (+)	
Number of hours in continuing education units	56.8% (+)	52.3% (+)	52.8% (-)
Percentage of continuing education programs with an average score of 3.5/4.0 (reworded below)	59.0% (+)		
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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Number of new continuing education programs offered		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% (+)
<b>Module 4: Diversity</b>			
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% (+)
<b>Module 5: Faculty Experience and Success</b>			
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, Certified 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% (+)
<b>Module 6: Staff Experience and Success</b>			
Percentage of staff who are satisfied with the VCU SOP	95.7% (+)		
Percentage of staff who believe that they have adequate professional development	81.8% (+)	81.6% (+)	
Staff attrition rate (except retirements)	81.8% (+)	87.2% (+)	
Percentage of staff with long-term career goals unrelated to their current SOP employed role		73.7% (-)	75.0% (-)
Percentage of staff who feel valued at work			82.9% (+)

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Percentage of staff who feel less included or less important than faculty as it relates to being recognized as a valued member of SOP			57.5% (-)
Percentage of staff with related professional designations (e.g., Human resources designation for the human resources staff, professional student-assistance designation for admissions or office of experiential education staff, grant, finance, professional secretarial designations, etc.)			61.1% (-)
<b>Module 7: Fundraising</b>			
Total amount of private funds received as cash gifts annually	90.9% (+)		
Size of SOP Endowment and percent change from previous year	87.8% (+)	78.7% (+)	77.8% (+)
Total amount of new gifts pledged annually	84.1% (+)	83.0% (+)	
Percentage of alumni who participate in the annual giving	73.8% (+)	85.1% (+)	
Percentage of faculty and staff who participate in annual giving	52.3% (+)	60.0% (+)	61.5% (+)
Number of new donors (unique) in the past year	66.7% (+)	66.7% (+)	70.3% (+)
Total amount of funds raised, including private funds received as cash gifts (#1) and new gifts pledged annually (#3)		84.1% (+)	
Number of annual solicitations		55.3% (-)	59.5% (-)
Percent of solicitations closed annually		60.0% (-)	55.9% (-)
<b>Module 8: Graduate Program</b>			
Percentage of graduate students completing their degree who are satisfied with their training	95.5% (+)		
Percentage of PhD students achieving candidacy by Spring Semester 3rd year	54.3% (+)	65.1% (+)	71.9% (+)
Percentage of eligible students submitting an individual training grant (e.g., F30, F31, R25)	56.7% (-)	59.5% (+)	54.8% (+)
Percentage of PhD students presenting at national or international scientific conference before the dissertation year	65.7% (+)	69.0% (+)	82.9% (+)
Percentage of students with at least 1 first author original research peer-reviewed article by PhD defense (in press or published)	61.8% (+)	71.8% (+)	76.5% (+)
Percentage of students employed as a post doc or a position in government, industry, or related field within 6 months of PhD graduation	87.5% (+)	90.7% (+)	
Percentage of Graduate Teaching Assistants receiving satisfactory evaluations	51.2% (+)	59.1% (+)	51.3% (+)
Total number of graduate faculty			51.4% (-)
Graduate faculty to graduate student ratio			61.1% (+)
Percentage of graduate faculty not advising graduate students			50.0% (+)
<b>Module 9: Research and Scholarship</b>			
Total amount of grant funds awarded in fiscal year (all sources) and average \$ per full-time Faculty*	Mandatory	Mandatory	Mandatory
Number of grant applications awarded in fiscal year*	Mandatory	Mandatory	Mandatory
Number of peer reviewed journal publications (average number per full-time faculty member)	92.7% (+)		
NIH Funding Ranking (AACP and Blue Ridge Institute for Medical Research)	92.1% (+)		
Number of multi-school grants awarded in fiscal year (regardless of whether SOP faculty are the PI)	56.4% (-)	54.5% (-)	52.9% (-)
Number of collaborative grants between members of the SOP and other VCU schools or other external schools		54.3% (+)	52.8% (+)
Number of SOP faculty article citations		58.1% (-)	54.3% (-)
Total dollar amount of external competitive research funds obtained by faculty with 100% effort dedicated to research		51.5% (-)	61.8% (-)
Total dollar amount of external competitive research funds obtained by faculty			77.1% (+)
Total dollar amount of external competitive research funds			51.6% (-)

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obtained per total faculty effort dedicated to research			
Percentage of National Institutes of Health R01s with active underserved / minority graduate student supplements			54.8% (-)
<b>Module 10: Student Experience and Success</b>			
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% (+)
<b>Abbreviations:</b> AACP, American Association of Colleges of Pharmacy; GPA, grade point average; NAPLEX, 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.			