

PURDUE UNIVERSITY
COLLEGE OF PHARMACY
STRATEGIC PLAN: 2008-2014*

MISSION

The Mission of the Purdue University College of Pharmacy is to

- 1) Educate and train students to become leading pharmacists and scientists,
- 2) Advance scientific discovery and development, and
- 3) Maximize global health outcomes through patient care and public service.

We will accomplish this mission through learning, discovery and engagement by:

- Attracting and retaining talented and diverse faculty, staff and students.
- Delivering a contemporary and innovative professional curriculum that empowers students to advance pharmacy's contribution to healthcare and to provide excellent patient care.
- Generating, integrating, and applying knowledge across disciplines to advance discovery, learning and engagement in pharmacy and pharmaceutical sciences.
- Producing world class scientists for academia and industry.
- Establishing new synergies: partnerships, collaborations and strategic alliances at the local, regional, national and global levels.

VISION

The Vision for the Purdue University College of Pharmacy is to transform the practice and science of pharmacy to lead advances in human health.

Indicators that the Vision is being achieved:

- The number of discovery-based initiatives with clinical, scientific and/or economic impact has increased.
- Our faculty, staff, students and alumni are engaged across colleges, healthcare systems, industrial partners and professional associations to address healthcare needs.
- Faculty, staff, students and alumni pursue and achieve positions of leadership that impact education, research, policy, and delivery of care related to human health.

* Approved by the faculty on September 19, 2008. Revised effective July 1, 2010, to reflect the College name change and administrator titles.

- The education of students incorporates knowledge of cultural differences in healthcare delivery and effectiveness.
- We are providing access for a diverse student population that fosters a culture of inclusiveness and success.
- Purdue is a global model for leading enhancements in human health.
- Our graduates are proactively recruited by leading employers.
- There is an increase in the number of students entering advanced professional training and/or post-graduate education.
- Medication safety and practice are enhanced as a result of our collaborative efforts with other professionals to develop and manage systems.
- The number of new synergies (partnerships, collaborations and strategic alliances at the local, regional, national and global levels) has increased.

GOALS:

Important note – the order of the following Goals is not intended to imply priority. All of the Goals, Strategic Directions and Objectives are considered to have equal priority, and all are intended to be achieved during the 6-year life of this plan.

GOAL I. IMPROVE PATIENT SAFETY AND CARE.

STRATEGIC DIRECTION 1. Improve healthcare outcomes through innovative pharmacy practice.

Objective 1.1. By 2013, develop and implement at least one innovative sustainable model of pharmacy practice to improve efficacy of healthcare outcomes. Accountable: Assistant Dean for Clinical Programs

Objective 1.2. By 2014, complete assessment of model(s) described in Objective 1.1. Accountable: Assistant Dean for Clinical Programs

STRATEGIC DIRECTION 2. Develop community pharmacy-based models for the prevention, detection and management of adverse drug reactions.

Objective 2.1. By Fall 2009, recruit and hire a faculty member as an endowed professor to provide leadership for the development of a new model to engage community pharmacists in the prevention, detection and management of adverse drug reactions. Accountable: Head, Department of Pharmacy Practice

Objective 2.2. By Fall 2010, develop one or more practice models for prevention, detection and management of adverse drug reactions in community pharmacy. Accountable: Endowed professor

Objective 2.3. By Fall 2010, initiate a post graduate residency focused on the new practice models in Objective 2.2. Accountable: Endowed professor

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Objective 2.4. By Fall 2013, develop a plan for demonstration sites for implementation of the new practice models in select community pharmacies in Indiana. Accountable: Endowed professor

STRATEGIC DIRECTION 3. Develop an interdisciplinary research program in systems approaches to improve medication safety.

Objective 3.1. By January 2010, recruit and hire a faculty member as an endowed chair to provide leadership and enhance research in systems approaches to medication safety. Accountable: Head, Department of Pharmacy Practice

Objective 3.2. By Fall 2012, identify emerging systems and/or design new systems for improving medication safety. Accountable: Endowed chair

Objective 3.3. By Fall 2011, expand interdisciplinary research programs to support this Strategic Direction. Accountable: Associate Dean for Research and Head of Pharmacy Practice

STRATEGIC DIRECTION 4. Create and disseminate innovative approaches to address the global problem of counterfeit medications.

Objective 4.1. By Fall 2010, establish an active interdisciplinary research program that enables practical identification of counterfeit medications. Accountable: Associate Dean for Research

Objective 4.2. By Fall 2010, evaluate the opportunity for the development of continuing education programs to educate health professionals and the public on the problem of counterfeit medications. Accountable: Assistant Dean for Clinical Programs

GOAL II. INCREASE SCIENTIFIC DISCOVERY, HEALTH SERVICES RESEARCH AND THE DEVELOPMENT OF PHARMACEUTICALS TO TRANSFORM THE PRACTICE AND SCIENCE OF PHARMACY.

STRATEGIC DIRECTION 1. Increase levels of research funding from external sources.

Objective 1.1. By 2013, increase the College's extramural funding to \$15 million per year. Accountable: Department Heads, Associate Dean for Research

Objective 1.2. By end of 2009, each department will create incentives to encourage funded faculty to submit additional grant applications as appropriate, and implement the incentives by end of 2010. Accountable: Department Heads

STRATEGIC DIRECTION 2. Increase the number of multi-investigator, multi-disciplinary scientific initiatives.

Objective 2.1. By Fall 2010, develop two multi-investigator working groups in areas of strength of the College. Accountable: Associate Dean for Research

Objective 2.2. By end of Fall 2010, incorporate recommendations of the Faculty Senate subcommittee on multi-investigator/multidisciplinary research in the promotion and tenure process. Accountable: Dean

STRATEGIC DIRECTION 3. Expand translational research within the College of Pharmacy and with external partners.

Objective 3.1. By 2013, the College will have demonstrable outcomes as a participant in the Indiana University-Purdue University Clinical and Translational Science Institute (CTSI) or with a CTSI at another institution, including funded NIH K-Awards.
Accountable: Associate Dean for Research, Head of Pharmacy Practice

STRATEGIC DIRECTION 4. Become recognized internationally through leadership and impact that positions the College in high esteem in the global community through educational programs and scientific discovery.

Objective 4.1. By Fall 2009, the College will complete an evaluation of its international engagement and develop a plan for global initiatives over the next five years.
Accountable: Dean

GOAL III. IMPROVE FACULTY AND STAFF DEVELOPMENT, SUPPORT AND RETENTION.

STRATEGIC DIRECTION 1. Increase opportunities and provide resources to support faculty and staff professional development.

Objective 1.1. By end of 2009, the College and each department will develop and implement a formal orientation process for *all* new faculty and staff. Accountable: Dean, Department Heads

Objective 1.2. By Fall, 2009, complete and implement the College's faculty development program. Accountable: Dean, Department Heads

Objective 1.3. By Fall, 2009, implement a College-wide formal staff performance evaluation program to encourage professional growth and retention. Accountable: Dean

Objective 1.4. By Spring 2010, establish individual development plans for all staff.
Accountable: Dean, Department Heads

STRATEGIC DIRECTION 2. Ensure salaries for faculty and staff are sufficient to promote successful recruitment and retention.

Objective 3.1. By 2013, achieve 75% of faculty salaries at the 75th percentile overall as defined by the AACP Annual Salary Survey. Accountable: Dean

Objective 3.2. By 2013, achieve staff and administrative professional salaries that are competitive both internally and externally to facilitate successful recruitment and retention. Accountable: Dean

STRATEGIC DIRECTION 3. Improve recruitment and retention of under-represented minorities and women.

Objective 3.1. By Fall 2009, develop recruitment strategies to enhance success in recruitment of under-represented minorities and women. Accountable: Dean

GOAL IV. STRENGTHEN EDUCATIONAL PROGRAMS TO PREPARE STUDENTS FOR CAREERS IN THE PHARMACEUTICAL SCIENCES.

STRATEGIC DIRECTION 1. Provide cutting-edge undergraduate education in the pharmaceutical sciences.

Objective 1.1. By Winter 2010, perform an in-depth analysis of the mission and curriculum of the Bachelor of Science in Pharmaceutical Sciences (BSPS) program. Accountable: Dean, Senior Associate Dean

Objective 1.2. By Fall 2011, implement the recommendations from the analysis described in Objective 1.1. Accountable: Senior Associate Dean

STRATEGIC DIRECTION 2. Provide cutting-edge graduate education in the pharmaceutical sciences.

Objective 2.1. By Spring 2009, implement changes in response to the 2007 external graduate program review. Accountable: Associate Dean for Graduate Programs

Objective 2.2. By Fall 2012, increase external funding by 20% for graduate assistant positions, training grants and fellowships. Accountable: Dean, Associate Dean for Graduate Programs

GOAL V. SUSTAIN AN INNOVATIVE PROFESSIONAL CURRICULUM THAT IS A MODEL WITHIN PHARMACY EDUCATION AND ADVANCES THE PROFESSION.

STRATEGIC DIRECTION 1. Reengineer the curriculum to better prepare our students for pharmacy practice.

Objective 1.1. By Fall 2010, initiate implementation of pre-pharmacy and professional curriculum changes resulting from the PharmD Curriculum Task Force Review. Accountable: Senior Associate Dean

Objective 1.2. By Fall 2011, develop and implement a structured mechanism to continually assess the content and integration of curriculum on a College-wide basis. Accountable: Senior Associate Dean

Objective 1.3. By Fall 2010, develop a single, College-wide evaluation system to enhance the consistency of student feedback on courses. Accountable: Senior Associate Dean

STRATEGIC DIRECTION 2. Create structured assessment of student performance.

Objective 2.1. By Fall 2011, initiate a system with which to assess students' progress toward achieving expected levels of knowledge, skills and abilities at their respective point in the program. Accountable: Senior Associate Dean

Objective 2.2. By Fall 2010, map outcome abilities to individual courses in the revised curriculum to assist in the assessment process. Accountable: Senior Associate Dean

STRATEGIC DIRECTION 3. Enhance the overall teaching effectiveness of faculty.

Objective 3.1. By January 2009, appoint a Task Force to evaluate and recommend appropriate peer and student evaluation of faculty instruction. Accountable: Dean

Objective 3.2. By Fall 2010, assure that faculty performance reward mechanisms support excellence and innovation in teaching. Accountable: Dean

GOAL VI. ENSURE THE OPTIMAL INFRASTRUCTURE TO FULFILL THE MISSION.

STRATEGIC DIRECTION 1. Ensure optimal space utilization and alignment to fulfill the critical strategic initiatives.

Objective 1.1. By Spring 2009, complete a space needs and utilization assessment of all current space utilized and/or assigned to the College. Accountable: Dean, Associate Dean for Research

Objective 1.2. Upon completion of Objective 1.1, develop short- and long-term space plans to meet the needs of the College to enable it to optimally achieve its mission. Accountable: Dean

Objective 1.3. By Fall 2009, each department will complete a needs assessment of equipment infrastructure required to meet the goals of the Strategic Plan. Accountable: Department Heads

Objective 1.4. By Spring 2010, each department will develop a plan to obtain, maintain and update equipment based on the needs assessment. Accountable: Department Heads

Objective 1.5. By January 2010, complete an assessment of the Business, Student Services, and other offices and support services within the College and develop an action plan to assure the focus and resources of these offices are appropriate to fulfill the mission of the College. Accountable: Dean

Objective 1.6. By May 2009, complete an assessment of the resources needed to support the revised curricula and develop a plan for provision of these resources. Accountable: Dean

STRATEGIC DIRECTION 2. Ensure optimal access to and utilization of technological tools to enable the learning, discovery and engagement mission of the College.

Objective 2.1. By May 2009, perform an assessment of existing instructional/ educational technology. Accountable: Dean

Objective 2.2. By Fall 2009, evaluate the electronic access needs to the medical and scientific literature for all students, faculty and staff. Accountable: Dean

Objective 2.3. By January 2010, develop a plan to meet the needs identified in Objectives 2.1 and 2.2. Accountable: Dean

GOAL VII. INCREASE STUDENT ACCESS AND SUCCESS.

STRATEGIC DIRECTION 1. Design and implement initiatives that increase diversity and enhance access to the College to facilitate student success.

Objective 1.1. By Fall 2009, design an advancement plan to support the recruitment and retention of a more diverse student population. Accountable: Dean

Objective 1.2. By Spring 2010, implement a plan as recommended by the Minority Advocacy Committee task force for recruitment and retention of a more diverse student population to mirror the demographics of the State of Indiana. Accountable: Senior Associate Dean

Objective 1.3. Beginning Fall 2009 and ongoing, engage students in experiences that will enhance their multicultural interactions and cultural competence. Accountable: Senior Associate Dean

STRATEGIC DIRECTION 2. Foster transformation of students to professionals.

Objective 2.1. By Fall 2010, implement strategies to develop professional values and ideals throughout the educational experience. Accountable: Senior Associate Dean

Objective 2.2. By Fall 2010, demonstrate incorporation of interprofessional educational curricular and co-curricular opportunities in the Pharm.D. curriculum. Accountable: Senior Associate Dean

CONGRUENCE WITH UNIVERSITY STRATEGIC PLAN

The College of Pharmacy Strategic Plan creates the framework by which the College will accomplish its stated vision over the next six years. While focused on our unique mission as a pharmacy program, this plan is congruent with the essential elements of the Purdue University Strategic Plan – *New Synergies*. Support of the University Strategic Plan through the College Strategic Plan is demonstrated in each of the three focal areas for *New Synergies*. Specific goals and strategic directions (SD) in the College Strategic Plan that align with the relevant *New Synergies* goals are listed in the table below.

<u>Launching Tomorrow's Leaders</u>	<u>Discovery with Delivery</u>	<u>Meeting Global Challenges</u>
Goal 4: SD 1-2	Goal 1: SD1-3	Goal 1: SD 4
Goal 5: SD 1-3	Goal 2: SD 1-3	Goal 2: SD 4
Goal 7: SD 1-2		

PEER PHARMACY PROGRAMS

The College of Pharmacy will compare itself with peer pharmacy programs to assess progress and national standing. Each of these peer programs ranks in the top ten in the *US News and World Report* and in the top 25 for total NIH funding for schools/colleges of pharmacy.

Ohio State University
University of Arizona
University of California-San Francisco
University of Illinois-Chicago
University of Michigan
University of North Carolina-Chapel Hill
University of Washington

BENCHMARK MEASURES

To compare its national competitiveness, the College of Pharmacy will employ the following benchmark measures in comparison to the indicated peer pharmacy programs.

- Faculty recognition (fellow status, board certification, etc.)
- Faculty publications
- Number of patents submitted/granted
- NIH funding (total and per FTE)
- Total extramural sponsored research
- Faculty compensation
- National Board exam performance
- Demographic characteristics of faculty and students
- *US News and World Report* rankings
- Percent of PharmD graduates pursuing postgraduate training