

Strategic Plan

2014–2019

DRAFT



**THE OHIO STATE
UNIVERSITY**

COLLEGE OF PHARMACY



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DRAFT

Letter from the Dean



The Ohio State University College of Pharmacy is proud of the many accomplishments. Since our 1885 inception, our college has led the way in making pharmacy education more rigorous, more inclusive and more integral to the practice of healthcare of our faculty, staff and students.

But times change, and so must we. In order to remain a top-tier school, we must constantly look inward, taking measure of who we are now and who we want to be.

So much has changed since we last created a strategic plan. Technology continues to evolve at breakneck speed, changing the way we teach, conduct research and communicate. Pharmacy practitioners are increasingly engaged in community outreach, are at the frontline of healthcare teams, and have an important voice in issues regarding human health. Pharmaceutical research is taking us further than ever imagined, opening the door to better health outcomes and to commercialization of discoveries. Distance learning, collaboration and cross-college study has made higher education in many ways unrecognizable from where it was even five years ago. Yet, some key values remain, including our commitment to providing the highest level of research and teaching, attracting top faculty and staff, and enrolling students with the highest potential.

In the pages that follow, we have laid out a plan that will drive the college moving forward. This strategic plan will enable us to have stronger collaborations and better cohesion between and among departments and divisions. Our plan will force us to better prioritize our resources and will provide a clear direction as we move from plan to action. Ultimately, it will help build our competitive advantage in attracting students, faculty and resources

The plan is centered on four core goals

- Teaching and Learning
- Research and Innovation
- Outreach and Engagement
- Resource Stewardship

Separately, these goals will strengthen our program in very tangible ways. Together, they will elevate the vision of our college, the university and our world for years to come.

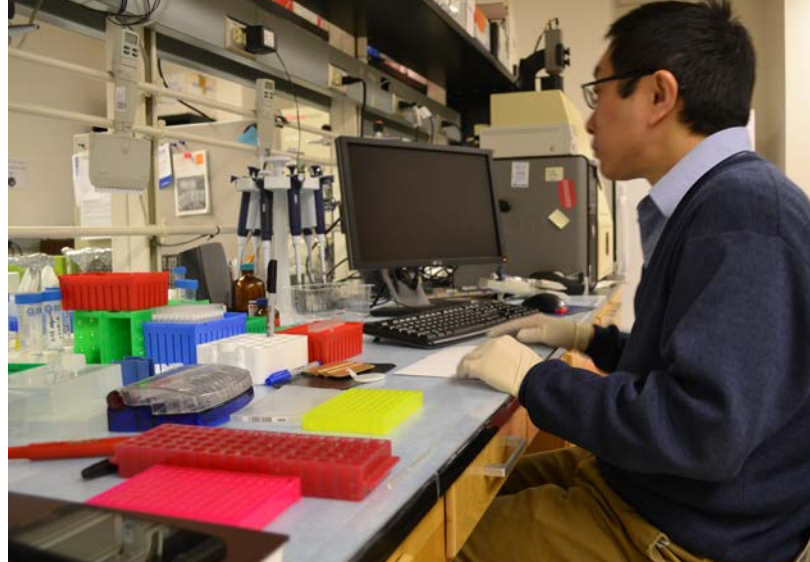
Our strategic plan focuses the energy, resources and time of everyone here at The College of Pharmacy. Each staff, faculty, student and friend of the college is essential to its success. For this, I am both grateful for the support and confident in our future.

Sincerely,

Henry J. Mann,
PharmD, FCCP, FCCM, FASHP
Dean and Professor
College of Pharmacy
The Ohio State University

Overview





The College of Pharmacy at The Ohio State University traces its beginnings to September 1885 when Ohio State Board of Trustees approved a new program in pharmacy. In 1895, the College of Pharmacy became one of the original six colleges at Ohio State. Since that day, our faculty, staff, and administration through the years have made Ohio State one of the top institutions of pharmacy in the nation. Our graduates have developed marketable patent medicines, as well as formed successful drug companies and led the way in designing innovative patient care methodologies. The Ohio State College of Pharmacy was one of the first in the nation to offer the four-year bachelor of science (BS) in pharmacy degree in 1925, and one of the first to offer the five-year BS in pharmacy degree in 1948.

Present: The current academic pharmacy programs of the College of Pharmacy include the Doctor of Philosophy (PhD) & master of science (MS) programs in Pharmacy beginning in 1939, the Doctor of Pharmacy (PharmD) program as a graduate professional program beginning in 1998, and the BS in Pharmaceutical Sciences (BSPS) beginning in 2000. The current enrollments for the 2013-14 academic year are 504 PharmD students, 452 BSPS students, and 73 graduate students.

In August of 2013, the College welcomed a new dean, Dr. Henry J. Mann, who succeeded Dean Robert W. Brueggemeier after a 10-year term.

The College of Pharmacy is comprised of four divisions or disciplines.

- The Division of Medicinal Chemistry and Pharmacognosy examines the design and discovery of new drugs, synthetic medicinal chemistry, natural products chemistry and molecular modeling.
- The Division of Pharmaceutics and Pharmaceutical Chemistry studies drug effects on cells and tissues, analysis of changes in drug effects over time, and development of drug delivery and targeting systems.
- The Division of Pharmacology focuses on the effects of drugs on biological systems as well as the effects of biological systems on drugs.
- The Division of Pharmacy Practice & Administration examines optimal therapies and dosage regimens of drugs, medication therapy management, medication safety, study of health outcomes from the use of medicines, and issues related to use of drugs.

The faculty in the College of Pharmacy includes 29 tenured/tenure-track faculty, 12 clinical-track faculty, 14 lecturers, and four research-track faculty. The overall research thrusts focus on cancer, cardiovascular diseases, neurosciences, and infectious diseases. Our faculty, students, and staff published over 125 peer-reviewed manuscripts in 2013, and garnered greater than \$5.7 million in extramural support, with 82% being federal, peer-reviewed funding.

Through the 2013-2014 strategic planning process, the following mission, vision, and values for the College of Pharmacy were affirmed.

Mission

The Ohio State University College of Pharmacy advances the pharmacy profession and medication-related outcomes across Ohio and around the globe through innovative teaching and practice, ground-breaking research, and transformative outreach and engagement.

Vision

The College of Pharmacy will lead in drug discovery, development, and training in the optimal use of medications to improve health and well-being.

Values

- Excellence in innovation and knowledge translation
- Meaningful and sustainable partnerships in education, practice, and research
- Improving medication related outcomes through patient-centered care
- Interprofessional pharmacy education and services
- Personal commitment to professionalism, integrity, and accountability
- Diversity and inclusion

Organization of the Strategic Plan

The College of Pharmacy's strategic plan is aligned with the university's plan, and forms the basis of how we will do our work. In addition, each of our divisions and operational units has a strategic plan that aligns with the overall college plan. The strategic plan is formatted and organized using the following definitions.

Core Goals

The university has specified four institution-wide goals that are fundamental to Ohio State's mission and future success:

Teaching and Learning: to provide an unsurpassed, student-centered learning experience led by engaged, world-class faculty and enhanced by a globally diverse student body.

Research and Innovation: to create distinctive and internationally recognized contributions to the advancement of fundamental knowledge and scholarship and to solutions of the world's most pressing problems.



Outreach and Engagement: to establish mutually beneficial partnerships with the citizens and institutions of Ohio, the nation, and the world so that our communities are actively engaged in the exciting work of The Ohio State University.

Resource Stewardship: to become the model for an affordable public university recognized for financial sustainability, unsurpassed management of human and physical resources, and operational efficiency and effectiveness.



For each of these core goals, the college has specified strategic focus areas that specify and define the areas of emphasis that will enable the college to achieve its mission. Within each strategic focus area, we have delineated Implementation Initiatives, or actions to support its accomplishment. Metrics are also associated with each strategic focus Area, to show at a glance our progress with respect to achievement.

As we formulated the strategic plan we paid close attention to our values, and a

conscious effort was made to incorporate these values across all our focus areas and implementation initiatives where appropriate. Therefore, these values themselves do not appear as stand-alone focus areas. Also important is that we consider this plan to be a guidance document that will be updated and changed as opportunities present themselves over time. Finally, the plan will be reviewed regularly and as we complete initiatives, new ones will be added.



College of Pharmacy Strategic Focus Areas and University Core Goals

STRATEGIC FOCUS AREAS	UNIVERSITY CORE GOALS			
	Teaching and Learning	Research and Innovation	Outreach and Engagement	Resource Stewardship
Enhance the student experience	■			
Implement revised contemporary curricula	■	■	■	■
Become the drug discovery and development (D3) home for existing and emerging areas of research strength across Ohio State		■		
Enhance the culture of success through faculty development		■		
Develop and validate clinical practice models to enhance patient care	■	■	■	
Foster a culture and infrastructure for outreach and engagement	■		■	
Engage professionals and the public	■	■	■	
Advocate for practice change			■	
Foster an environment that cultivates an unsurpassed faculty and staff in the way that we teach, conduct research, and care for patients	■			■
Recruit and retain stellar faculty, staff and students	■			■
Develop space, technology, instrumentation and personnel infrastructure to support our mission				■
Create and promote The Ohio State University College of Pharmacy brand				■

■ = primary focus area ■ = secondary focus areas

Above is a table of the strategic focus areas and how they map to each of the four university core goals. This table illustrates the fact that the focus areas specified are often connected to more than one core goal

Strategic Scan



Strategic Scan

The strategic planning process began with a comprehensive strategic scan of the healthcare and educational environments. Key documents, such as results from the American Association of Colleges of Pharmacy's (AACPs) Curricular Quality Surveys and the Health Sciences Colleges at Ohio State whitepaper brief on the Future for Health Sciences Education, Practice, and Research were reviewed. Strengths, weaknesses, opportunities, and threats (SWOT) interviews were conducted with 22 individual stakeholders who are deans of pharmacy and health professions colleges or presidents of professional organizations. In addition, eight different groups participated in in-person SWOT analysis sessions or electronic surveys that were conducted in autumn of 2013. Input from all college faculty and staff was gathered both through an electronic survey and a day-long retreat in December 2013. The analysis of these SWOT sessions yielded the following external and internal environmental factors that are key considerations impacting our future as a college and thus form a critical context for our strategic plan.

External Factors

1. The changing health care market place

The United States Health care system and the entire health care delivery model are in a state of major change. The complete impact of the Patient Protection and Affordable Care Act has yet to be determined. However, one thing is clear: change will be dramatic for our students' faculty/practitioners.

2. Decreased availability of federal research support dollars

The availability of federal money to support grants and research endeavors is shrinking dramatically. Some estimates indicate that total funding for research has dropped by 16 percent over the last five years. Competition for this shrinking pool of funding has also increased dramatically.

3. The challenging job market

The job market has tightened across the U.S. and graduates of our programs have also found it more challenging to find employment. In 2010 only 5 percent of our graduating PharmD students rated the process of finding a job as difficult while that figure rose to greater than 20 percent in 2013.

4. Increasing number of pharmacy schools

The number of U.S. colleges and schools of pharmacy has increased dramatically in the last 15 years from a total of 78 schools in 2000 to 129 schools in 2014. This increase has led to a shortage of resources. There is more competition for faculty and administrative vacancies are more difficult to fill. This increase has had a dramatic impact on the availability of quality practical training sites particularly in the institutional or inpatient setting.

Internal Factors

1. Physical and human infrastructure

The physical facilities of the college continue to be a challenge and do not meet the current or future needs for our teaching, research, and service missions. The organizational structure of the college is not optimized to support the growth and change necessary to sustain and expand our reputation and build upon our history of past achievements. In addition, we must prioritize recruiting and retaining the best talent and commit to developing that talent over the entire career of our most important resource—faculty and staff of the college.

2. Relationship with the Ohio State University Wexner Medical Center (OSUWMC) needs to be strengthened and optimized

In order to achieve our strategic priorities we must find more efficient and effective ways to collaborate with the faculty practitioners of the OSUWMC. Strong working relationships will improve student, patient, and research outcomes for both organizations.

3. Growth of college clinical enterprise has outpaced the formulation of a clear strategic direction for this mission

The college has realized dramatic growth in the numbers of faculty practicing in outpatient or ambulatory care settings. This team must now be organized under a consistent strategic direction to capitalize on their size and use consistent approaches to improve student patient and research outcomes.

4. Communication and dissemination of information

Both our external and internal stakeholders indicated that the college needed to improve the way we communicate and disseminate information about what we do. Many important and impressive accomplishments are not being shared in ways that enhance the profile of the college.



The environmental scan and its results formed a valuable foundation for the generation of Strategic Focus Areas and Implementation Initiatives and contributed to our overall understanding of the increasingly complex world in which we exist.

Methodology for Strategic Plan Generation

In December 2013, a college-wide, day-long retreat was held to review SWOT results, provide input for the revision of the college mission and vision, and begin discussions and idea generation around each of the four core goal areas of the strategic plan (Teaching and Learning; Research and Innovation, Outreach and Engagement, and Resource Stewardship). Using input from the retreat, new mission, vision, and values statements were crafted by a writing team of 19 faculty and staff; they were subsequently affirmed by the college community in February 2014. In order to accomplish the generation of the draft focus areas and implementation initiatives, small idea sessions were held with key faculty and staff members for each of the four core goal areas, as well as for each of our academic programs.

Based on the information gathered at the idea sessions, the writing team continued its work throughout the spring semester to produce a draft set of strategic focus areas and implementation initiatives. Drafts were then presented at open brown bag lunch sessions in March and April. Updates of progress on the strategic planning process were presented at faculty and staff meetings in spring semester, and draft documents were posted on the College Documents Carmen site. A writing team retreat was held in late May to finalize a draft which was posted for review and presented at the June faculty meeting. An open forum for faculty, staff and students and a Carmen Connect session for Ohio State stakeholders were held in June.



Strategic Focus Areas, Implementation Initiatives and Narratives Grouped by University Core Goals



Teaching and Learning Strategic Focus Areas

Focus Areas	Implementation Initiatives
Enrich the Student experience	<ul style="list-style-type: none"> • Implement a robust recruitment plan including attracting a diverse student body • Enhance student services that support successful outcomes • Develop student experiences that include enhanced laboratory and research involvement and research internships for undergraduates • Provide opportunities for students, staff and faculty to engage in the global community
Implement revised contemporary curricula	<ul style="list-style-type: none"> • Develop contemporary curricula for undergraduate, professional, and graduate programs that distinguishes our graduates in the healthcare marketplace • Develop a plan to formalize and enhance co-curricular activities • Apply best-practices in teaching and structure curricula to achieve optimal student learning outcomes • Support curricular revisions with incentives and resources • Implement assessment to analyze and improve student learning outcomes across all programs

Teaching and Learning

Strategic Focus Area 1: Enrich the student experience

- Implement a robust recruitment plan including attracting a diverse student body
- Enhance student services that support successful outcomes
- Develop student experiences that include enhanced laboratory and research involvement, and research internships for undergraduates
- Provide opportunities for students, staff and faculty to engage in the global community

The College of Pharmacy values students and seeks to offer exceptional learning experiences across all of our programs. Recruitment must focus on seeking and enrolling the best students who will succeed at Ohio State and in the future. Recruitment of graduate students will include provision of resources and support as well as attractive laboratory/working environments. We value diversity and inclusion among our student body, and these principles will be apparent and formally operationalized in our processes for recruitment. Holistic recruitment strategies will produce cohorts of students who are representative of myriad qualities that produce synergistic learning environments, as well as future scientists and practitioners ready to serve diverse communities. Services that support student success are critical in our increasingly complicated society and ever changing job market. We will enhance career counseling and job placement services as well as implement support services for mental health for our students. As we strive to enhance outcomes of our undergraduate

experiences, we will create means and methods that encourage research across all pharmaceutical sciences disciplines and seek to prepare students to be active and valuable participants in the research enterprise. This preparation will occur both within the coursework and through a rich network of internship opportunities and is a key to addressing career and post-graduate readiness among our students. We will provide support to students and faculty who wish to engage in undergraduate research. Finally, we acknowledge opportunities created by the global economy in which we live and will continue to expand our reach by creating a rich array of experiences aimed at engagement in the international community.

Strategic Focus Area 2: Implement revised contemporary curricula

- Develop contemporary curricula for undergraduate, professional, and graduate programs that distinguishes our graduates in the healthcare marketplace
- Develop a plan to formalize and enhance co-curricular activities
- Apply best practices in teaching and structure curricula to achieve optimal student learning outcomes
- Support curricular revisions with incentives and resources
- Implement assessment to analyze and improve student learning outcomes across all programs

As part of the College of Pharmacy's ongoing commitment to an exceptional student experience, large scale revision and changes to the curricula of our programs is ongoing. We seek to provide engaging learning experiences that help our students distinguish themselves in the ever changing healthcare marketplace and/or public health system. Students must be able to personalize their educational plans to allow them to reach their professional



aspirations. Expanding our undergraduate course offerings into the early years of a baccalaureate degree will enable us to market our programs in new and exciting ways and foster interest in all our programs. Our undergraduate revision will reflect expanded course offerings to attract students from across campus to take pharmacy-based electives and general education classes. A fundamental feature of all our revised curricula will be the opportunities for students and trainees to pursue their interests and differentiate themselves in the competitive job market. Our PharmD program will include management, leadership and professional growth opportunities, as well as formalized and required co-curricular activities (learning activities that take place outside of classroom lab and experiential training) for every student. PharmD students will also participate in enhanced experiential and applied curricular components that emphasize application and features course work that is integrated and intentionally sequenced. In addition, students will

graduate with cultural awareness and interprofessional skills that will ensure they are prepared for practice in complex health care and public health environments. Maximizing our use of evidence-based teaching and novel learning methodologies will enhance student learning outcomes. All of our students will learn in environments that provide cutting edge educational methods that encourage active, engaged learning. We value experiential learning for all our programs and continually seek creative ways to prepare students for their future. In order to successfully implement these ambitious curricular changes, it is critical we provide support for faculty and staff engaged in curricular change efforts. This includes not only resources, but also formal recognition through rewards structures that values teaching and the scholarship of teaching and learning. Also imperative is a comprehensive program-level evaluation and assessment plan that emphasizes documentation of success and continuous quality improvement across all of our programs.

Research and Innovation Strategic Focus Areas

Focus Areas	Implementation Initiatives
Become the drug discovery and development (D3) home for existing and emerging areas of research strength across OSU	<ul style="list-style-type: none"> • Develop targeted program(s) for selected priority area(s) to become the hub for drug discovery and development (D3) at OSU • Actively pursue commercialization of research endeavors • Build the clinical and translational science program to support existing and emerging drug discovery and development (D3) areas of strength • Determine level of growth for key components of the drug discovery and development (D3) research spectrum
Enhance the culture of success through faculty development	<ul style="list-style-type: none"> • Create funding mechanisms to support faculty innovations • Recruit new faculty that enhance strengths and contribute to stronger team science in support of the drug discovery and development (D3) mission • Implement a mechanism for sharing research and pharmacy practice endeavors across divisions achieve optimal student learning outcome
Develop and validate clinical practice models to enhance patient care	<ul style="list-style-type: none"> • Conduct and disseminate research to foster sustainable pharmacy practice models • Strengthen alignment and consistency of mission between College of Pharmacy and OSUWMC Department of Pharmacy

Research and Innovation

Strategic Focus Area 1: Become the drug discovery and development (D3) home for existing and emerging areas of research strength across Ohio State

- Develop targeted program(s) for selected priority area(s) to become the hub for drug discovery and development (D3) at OSU
- Actively support commercialization of research endeavors
- Build the clinical and translational science program to support existing and emerging drug discovery and development (D3) areas of strength
- Determine level of growth for key components of the drug discovery and development (D3) research spectrum

As technology commercialization is an area of priority for the university, it is similarly a priority for the college. The ultimate goals of drug discovery and development (D3) are commercial products or improved usage of existing products. Enhanced interactions and infrastructure to support commercialization activities in collaboration with other colleges, the Drug Development Institute, the Fisher College of Business Center for Entrepreneurship, Industry Liaison Office and the Technology Commercialization Office are envisioned. Coordinated scientific advisory boards will be necessary to prioritize our investments and resource allocations in drug discovery and development (D3) activities, as well as providing a valuable external perspective on our commercialization activities.

The process for moving novel technologies from the bench to the bedside efficiently (right patient population, right drug, right dose, right monitoring) can be accelerated by a cadre of clinical and translational scientists. The ongoing shortage of academic pharmacist-scientists is a

concern at Ohio State and nationally. A recent environmental scan suggests that we have existing needs in capacity and/or capability in pharmacogenomics, pharmacokinetics/pharmacodynamics, computational drug design, clinical trials, and health outcomes to optimally support the OSU drug discovery and development (D3) enterprise. A comprehensive plan to systematically assess and prioritize existing needs, and identify and project emerging needs will be required to advance the drug discovery and development (D3) agenda. We plan to continue fostering the training and development of current and future clinical and translational science faculty, and incorporate the aforementioned drug discovery and development (D3) needs as a consideration in the development of a faculty hiring plan for the college.

Strategic Focus Area 2: Enhance the culture of success through faculty/staff development

- Create mechanisms to support faculty innovations
- Recruit new faculty/staff that enhance strengths and contribute to stronger team science in support of the drug discovery and development (D3) mission
- Implement a mechanism for sharing research and pharmacy practice endeavors across divisions

We propose to implement new faculty/staff development and funding mechanisms in support of innovations. Ohio State has existing resources to support trainee, staff and faculty development in seeking and executing support for research and innovation. We propose to implement complementary processes and programming specifically designed for the college community, to enhance success in obtaining grants and high impact publications. Enhanced and ongoing professional development activities about commercialization are envisioned for trainees, staff and faculty. Lack of funding to support or advance innovations at key developmental steps can be a barrier to

successful development or implementation of faculty innovations. Identification of funding strategies, and application of informed decision support, could provide a framework for rational application of pilot or bridge funding to support innovations. Promotion of the use of professional leave programs (e.g. sabbatical, special research assignments) will enable continued development and success for our faculty.

Team-based approaches can strengthen the rate and quality of innovations. Following the identification of existing and emerging areas where additional capabilities or expanded capacity are needed to support our drug discovery and development (D3) mission, a coordinated college-wide and cross-college hiring process will be outlined and implemented. Implementation will require alignment with Discovery Themes funding and a synergistic advancement agenda.

Strategies to enhance a culture of sharing and learning about research and practice interests across academic divisions has the potential to enhance the quality and scope of collaborations within the college, as well as guiding strategic planning for targeted faculty hiring. Enhancing both the drug discovery and development (D3) mission, and enhancing the learning environment for all trainees can be addressed in part through increasing synergies within the college between laboratory research, translational and clinical research-, and clinical practice-focused faculty members. Programming to enhance the knowledge and interactions within and between these faculty cohorts will enhance opportunities for drug discovery and development (D3) activities. Fostering enhanced understanding by laboratory-research focused faculty members about contemporary pharmacy practice will be important not only for our teaching and learning programs, but will also leverage our clinical faculty member's expertise and activities as part of the drug discovery and development (D3) agenda.

Further activities regarding faculty/staff development are detailed in the Resource Stewardship Section of the plan.



Strategic Focus Area 3: Develop and validate clinical practice models to enhance patient care

- Conduct and disseminate research to foster sustainable pharmacy practice models
- Strengthen alignment and consistency of mission between College of Pharmacy and OSUWMC Department of Pharmacy

As part of an academic health center, we are committed to developing and validating the best clinical practice models to enhance patient outcomes. Conducting and disseminating research on sustainable practice models will be necessary to advance the profession in an evidence-based manner. Developing a collaborative infrastructure to disseminate research on health outcomes as a result of these practice models will be critical to have a local and global impact on advancing patient care. Fundamental features of these models will revolve around consistency in administrative structure and practice delivery among and between practice settings and sites. Harnessing the collective talents of the faculty and staff at both the College and the OSUWMC will enable the best use of human and fiscal resources to achieve viable practice models that produce the best outcomes for patients and provide rich learning environments for our students and trainees.

Outreach & Engagement Strategic Focus Areas

Focus Areas	Implementation Initiatives
Foster a culture and infrastructure for Outreach and Engagement	<ul style="list-style-type: none"> • Coordinate O&E efforts through connecting students, staff, and faculty in O&E endeavors • Formalize a set of clear metrics to value, reward, and track outcomes in O&E • Leverage technology to support innovation • Create funding mechanisms to support faculty innovations • Recruit new faculty that enhance strengths and contribute to stronger team science in support of the drug discovery and development (D3) mission
Engage professionals, the public and global communities	<ul style="list-style-type: none"> • Enhance education for professionals and the public and increase research and practice opportunities through optimizing and expanding partners • Discover and disseminate O&E impact through knowledge transfer • Be a professional resource through development and delivery of Continuing Professional Development (CPD) • Be the preferred partner for external stakeholders • Support provision of pharmacist –led care across Ohio and globally
Advocate for practice change	<ul style="list-style-type: none"> • Advance pharmacy practice by partnering with organizations that promote pharmacy practice • Coordinate advocacy efforts of faculty, staff, students, and additional partners • Actively contribute to the national movement to obtain provider status for pharmacists

OUTREACH AND ENGAGEMENT

Strategic Focus Area 1: Foster a culture and infrastructure for Outreach and Engagement

- Coordinate O&E efforts through connecting students, staff, and faculty in O&E endeavors
- Formalize a set of clear metrics to value, reward, and track outcomes in O&E
- Leverage technology to support innovation

The faculty, staff, and students of The Ohio State University College of Pharmacy engage in strong, well-executed outreach programming of the highest quality. This work will be enhanced through a formalized infrastructure that facilitates, supports, and promotes outreach and engagement activity. Connections to community partners will be expanded and nurtured, cross-college and campus collaborations will be initiated, and support resources (e.g., grant opportunities, personnel, etc.) will be effectively shared. Methods for documenting and rewarding outreach and engagement efforts within the college's faculty and staff evaluation process will be revised to foster a culture within the college that values and rewards outreach and engagement activity.

Strategic Focus Area 2: Engage professionals, the public and global communities

- Enhance education for professionals and the public and increase research and practice opportunities through optimizing and expanding partners
- Discover and disseminate O&E impact through knowledge transfer
- Be a professional resource through development and delivery of continuing professional development (CPD)
- Be the preferred partner for external stakeholders
- Support provision of pharmacist-led care across Ohio and globally

As a College of Pharmacy seeking to advance the pharmacy profession across Ohio and around the globe, we must establish ourselves as an important resource for professional and public education, practice, and research. In order to empower the profession and public to improve medication use, we must become a vital portal for delivery of innovative education and practice through outreach and engagement. The College of Pharmacy values the collaborative partnerships that are critical to our outreach and engagement mission. To further enhance community alliances, the College of Pharmacy will: 1) work to optimize and expand existing practice partnerships, 2) actively seek new partnerships, and 3) expand practice opportunities within outreach and engagement. We will work to develop state-of-the-art professional education that incorporates cutting edge technology and pioneer education aimed towards the health and well-being of the public.

Strategic Focus Area 3: Advocate for Practice Change

- Advance pharmacy practice by partnering with organizations that promote pharmacy practice
- Coordinate advocacy efforts for practice change through coordinated effort of faculty, staff, students, and additional partners
- Actively contribute to the national movement to obtain provider status for pharmacists

In a time of major change in the U.S. health care system, the profession needs

advocates for pharmacist-led care to promote the pharmacist's integral role on the health care team. It is our responsibility to connect with state and national advocacy efforts to advance the profession and influence positive change. Through advocacy, we will impact key issues that support the mission and vision of the college. By advocating to stakeholders, we can enhance the pharmacists' and our graduates' role in health care, improve education, and assure resources are available for growth of Ohio State COP initiatives. We will be seen as leaders in the advancement of pharmacists as health care providers including actively advocating for provider status for pharmacists.



Resource Stewardship Strategic Focus Areas

Focus Areas	Implementation Initiatives
Foster an environment that cultivates an unsurpassed faculty, and staff in the way that we teach, conduct research, and care for patients	<ul style="list-style-type: none"> • Formalize and expand faculty and staff development programs • Foster an inclusive environment where all individuals are supported and valued • Increase visibility of our college at the local, national, and global levels
Recruit & retain stellar faculty, staff and students	<ul style="list-style-type: none"> • Implement a unified college-level, faculty and staff recruitment strategy • Establish a sustainable model of support for all students • Develop and implement a faculty workload policy and align needs and expectations Development (CPD) • Be the preferred partner for external stakeholders • Support provision of pharmacist –led care across Ohio and globally
Develop space, technology, instrumentation, and personnel infrastructure to support our mission	<ul style="list-style-type: none"> • Implement a college-wide space utilization, enhancement, and growth plan • Implement a college wide technology and instrumentation plan • Optimize organizational structure to support achievement of college mission and vision
Create and promote The Ohio State University College of Pharmacy brand	<ul style="list-style-type: none"> • Develop and implement mechanisms for communicating college accomplishments • Create a brand for the College of Pharmacy that is coordinated with overall marketing efforts for all programs

Resource Stewardship

Strategic Focus Area 1: Foster an environment that cultivates an unsurpassed faculty and staff in the way that we teach, conduct research, and care for patients

- Formalize and expand faculty and staff development programs
- Foster an inclusive environment where all individuals are supported and valued
- Increase visibility of our college at the local, national, and global levels

The College of Pharmacy will become a leader among peers in the ways that we develop and nurture our faculty and staff. We are life-long learners. We will establish a faculty and staff development program that includes ongoing training relative to contemporary teaching methodology, pedagogy, and learning technology. Our use of cutting edge technologies in teaching and research will be supported with human resources. We will mentor our faculty and staff and support their development as mentors to our students. Our performance evaluation processes will include regular coaching and feedback so that we identify our areas of strength and continuously improve. Diversity and inclusion are reflected in our core values and we will create a work culture that is respectful of differences. We will offer educational and practical opportunities for our faculty, staff and students to experience the diversity of the world in which we live and we will regularly assess our progress toward inclusivity. We have a shared expectation that all of our faculty

and staff contribute to the growth and reputation of our college. Our faculty will be visible among the practice and research communities within our local community as well as the broader national professional arena; we will be engaged members of professional associations.

Strategic Focus Area 2: Recruit and retain and promote stellar faculty, staff and students and trainees

- Implement a unified, college-level faculty and staff recruitment strategy
- Establish a sustainable model of support for graduate student education
- Develop and implement a faculty workload policy

As a one academic unit college, it is increasingly important to have a unified recruitment strategy for the best use of scarce fiscal resources. This unified approach will lead to greater leverage of college funds and allow for needed investment in strategic focus areas which benefit the academic and research missions of the college. All recruitment strategies will be informed by the diversity and inclusion goals of the college. Of critical importance to our college's growth is recruitment and progression of our graduate students. A sustainable funding and support model for our graduate programs will allow for increased flexibility to take advantage of opportunities to expand our degree offerings and build upon areas of strength. Retention of excellent faculty and staff is of utmost importance to the continued success and growth of our college. A new faculty workload model will be developed to align needs and expectations and increase employee satisfaction. Incentive plans rewarding our most successful faculty will be revised and expanded.

Strategic Focus Area 3: Develop space, technology, instrumentation and personnel infrastructure to support our mission

- Implement a college wide space utilization, enhancement, and growth plan
- Implement a college wide learning technology and instrumentation plan
- Structure the college to optimize achievement of college mission and vision

The College of Pharmacy is a single academic unit organized into four separate academic divisions spread mostly across two buildings. The college will embark on a detailed space utilization study and scoping project to improve and enhance the existing facilities as well as accommodate for future growth. Additionally, we will develop a college-wide technology and instrumentation plan that incorporates new distance learning programs, takes advantage of economies of scale, and increases the use and effectiveness of shared resources. In order to advance and support the mission and vision of the college, it will be necessary to revise the organizational structure. The new structure will reflect the changing landscape of pharmacy education and research with a renewed focus on growth and diversity.

Strategic Focus Area 4: Create and promote The Ohio State University College of Pharmacy brand

- Develop and implement mechanisms for communicating college accomplishments
- Create a brand for the College of Pharmacy that is coordinated with overall marketing efforts for all programs

Engaging in the digital age is increasingly dependent upon the use of multiple communication strategies to reach our important and varied stakeholders from prospective students to patients and to the public in general. We must develop means and methods to effectively communicate our college goals and plans and to celebrate our successes. In addition the increased visibility that these communications will create must be coordinated within an exclusive, organized, clear and consistent message that forms the foundation of our College of Pharmacy brand. This brand will help us to differentiate our messages, products and outcomes as well as firmly establishing our reputation as a top college of pharmacy. We must seek methods to establish entrepreneurial practice initiatives that increase our visibility and create a brand for all of our endeavors including our educational/training programs, research, drug discovery and development, institutes as well as the clinically based activities of our college faculty that is complementary and consistent with the overall college brand.

DRAFT



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COLLEGE OF PHARMACY

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