

University of Connecticut
School of Pharmacy
Strategic Plan
2012-2015

Mission Statement

The mission of the School of Pharmacy is to bring together a diverse group of faculty, staff, and students to advance the quality of health care by providing outstanding professional and graduate education, pioneering research in the pharmaceutical sciences, and committing to excellence in pharmacist-directed patient care.

Vision Statement

The School of Pharmacy of the University of Connecticut will be regarded by its peers and other stakeholders as amongst the best schools in professional pharmacy education and graduate pharmaceutical education and research. It will be the school of first choice for the most qualified prospective regional, national, and international students. Our graduates will be highly sought after for positions in practice, teaching, and pharmaceutical research. In order to develop innovative, high quality, interprofessional learning experiences and promote research and extramural funding opportunities, the School, as part of an academic health center, will take full advantage of our Connecticut location to enter into strategic partnerships with local pharmaceutical and health care entities.

Basic Principles

1. The School is committed to the pursuit of excellence in teaching, scholarship, and service. We strive to be an outstanding resource for the State of Connecticut and a Center of Excellence for the University of Connecticut.
2. The School's most valued and important resources are its people -- its students, faculty, and staff. Interactions between and among these parties should be collegial and mutually respectful. We are equally accountable to one another for our performance and service attitude and believe that a reward/incentive system should recognize our accomplishments.
3. The School is committed to the education of pharmacy and graduate students. Consequently, it is vital that we instill the knowledge, skills and characteristics that will be essential to them in their career. The School is also committed to providing pharmacy and graduate students interpersonal, ethical, and communication skills that are vital to working in diverse environments whether their career takes them to clinical practice, research, business or other venues.

4. The School will focus its available resources on programs with the greatest promise for both short- and long-term improvement of our teaching, scholarship, and service endeavors.
5. As a state supported institution, the School should interact with its many stakeholders—its faculty, staff, students, alumni, University administration, Department of Higher Education, Commission of Pharmacy, professional pharmacy organizations, policy makers, payers, funding sponsors, and the business community.
6. The School embraces the evolving concepts of pharmacist care and medication therapy management, and will consider it in the development of its teaching, scholarship, and service programs where appropriate.
7. As a School of Pharmacy based at a research university, we recognize and embrace our role in the discovery, integration, application, and teaching of new knowledge.
8. The established goals of the School should be highly challenging but realistically attainable, measurable, and include a benchmark against our peers.
9. The established goals of the School are dynamic and should be re-evaluated every three years or as necessary.

Where School of Pharmacy goals align directly with goals/strategies outlined in the University Academic Plan, it is noted.

Approved by vote of the faculty 04/18/12

Professional Education

Goal 1.0: Ensure the continued success of the professional curriculum. (A.P. Goal 2: Strategy A, B)

Action Steps:

- 1.0.1 Evaluate the adequacy of the professional elective offerings within and outside the School of Pharmacy.
- 1.0.2 Develop collaborations with other university schools and departments to offer electives, minors and dual degrees.
- 1.0.3 Implement curricular progress exams for P2's that ensure students have achieved programmatic outcomes.
- 1.0.4 Explore avenues to continue to assess communication skills.
- 1.0.5 Explore opportunities for a capstone experience for all professional students.
- 1.0.6 Continue to provide experiential education data pertaining to sites and preceptors to the Assessment Committee and Curriculum Committee.
- 1.0.7 Assess and enhance the peer tutoring program for professional students and encourage program collaboration with faculty.

Goal 1.1: Expand the Honors Program and other research and enrichment activities for professional students. (A.P. Goal 1: Strategy D)

Action Steps:

- 1.1.1 Integrate professional students in the research mission of the school.
- 1.1.2 Communicate the importance of honor's research in securing post-Pharm.D. residencies, fellowships, and Ph.D. degrees to students.
- 1.1.3 Expand mechanisms to add non-faculty and independent study mentors.
- 1.1.4 Provide incentives for faculty to mentor honors and independent study students.
- 1.1.5 Explore and expand collaboration between on and off-campus faculty to offer honors research opportunities.
- 1.1.6 Explore an incentive funding mechanism for professional students to participate in research.

Goal 1.2: Enhance a professional culture with standards and review.

Action Steps:

- 1.2.1 Continue to incorporate professional culture/expectations in the student handbook, P1 orientation, the curriculum, and other materials as appropriate.

Goal 2.0: Explore distance education and new learning technologies education. (A.P. Goal 5: Strategy B)

Action Steps:

- 2.0.1 Identify new and existing courses that might be offered via distance learning with pedagogical rigor.
- 2.0.2 Explore the expansion of online/blended courses.
- 2.0.3 Train faculty to use new technology for online/blended courses either directly or via resources for this technology such as the Institute for Teaching & Learning.

Goal 2.1: Provide professional students with a broad range of educational opportunities. (A.P. Goal 1: Strategy B)

Action Steps:

- 2.1.1 Explore additional dual degree programs (i.e., Pharm.D./M.S.W., Pharm.D./Ph.D. [in medicinal chemistry, pharmaceuticals, and outcomes], Pharm.D./M.D., Pharm.D./J.D.)
- 2.1.2 Enhance existing and explore the development of new study abroad educational opportunities.

Graduate Education and Post-Graduate Training

Goal 3.0: Recruit the best graduate students, post-doctoral fellows, and residents. (A.P. Goal 2: Strategy A)

Action Steps:

- 3.0.1 Increase the number of applicants for graduate, post-doctoral, and post Pharm.D. fellowships.
- 3.0.2 Use the professional program admission process to recruit students interested in research careers.
- 3.0.3 Determine current levels and appropriate future levels of applications.
- 3.0.4 Further optimize the coursework for joint Pharm.D./Ph.D. students, including permitting Pharm.D. credit for Ph.D. work in appropriate cases.
- 3.0.5 Administratively explore financial incentives for Pharm.D./Ph.D. combined programs (tuition waivers, similar to M.D./Ph.D.).
- 3.0.6 Set an earlier admission and acceptance deadline in line with other institutions.
- 3.0.7 Better advertise the opportunities available and success of current and past students.

Goal 3.1: Increase post-graduate funding opportunities (A.P. Goal 2: Strategy A, B)

Action Steps:

- 3.1.1 Increase awareness of funding opportunities, including from the pharmaceutical industry.
- 3.1.2 Contact employers to learn goals for training to enhance funding opportunities.
- 3.1.3 Work with the dean and development officer to articulate fundraising priorities.
- 3.1.4 Identify potential ways to prioritize funding for post-Pharm.D. residents/fellows.
- 3.1.5 Explore training grants including collaborative training grants.

Research/Scholarship

Goal 4.0 Provide adequate faculty time for scholarship and post-graduate training.

Action Steps:

- 4.0.1 Decrease administrative workload for faculty.
- 4.0.2 Increase staff for grant management post-award.
- 4.0.3 Increase staff to aid in graduate student recruitment and fellowship applications.
- 4.0.4 Encourage alternate course schedules to better integrate demands for effective research and teaching.
- 4.0.5 Decrease the number of standing committees.
- 4.0.6 Support the potential for faculty time reallocation for special projects.

Goal 4.1 Improve extramural funding to support research (A.P. Goal 3: Strategy A)

Action Steps:

- 4.1.1 Assess current mentorship for grant development.
- 4.1.2 Aid junior faculty in becoming aware of research and centers.
- 4.1.3 Identify and explore alternate funding opportunities.

Goal 4.2 Increase faculty interactions (A.P. Goal 3: Strategy A)

Action Steps:

- 4.2.1 Provide innovative venues to exchange ideas (e.g., gathering room).
- 4.2.2 Provide incentives for pursuing collaborations.
- 4.2.3 Fund and find time for collaborative programs.

4.2.4 Demonstrate that collaborations are valuable through the PTR and Merit process.

Goal 4.3 Support major instrumentation (A.P. Goal 3: Strategy A; Goal 6: Strategy D)

Action Steps:

- 4.3.1 Identify critical instrumentation.
- 4.3.2 Support necessary service contracts, staff expertise, and space.
- 4.3.3 Examine policies relating to IDC generation and equipment use.
- 4.3.4 Investigate use/allocation of IDCs at UConn's peer institutions.

Goal 4.4 Ensure sufficient space to carry out research and for successful recruitment and retention of faculty (A.P. Goal 3: Strategy A; Goal 6: Strategy D)

Action Steps:

- 4.4.1 Support a university policy that assigns labs based on research program success including IDC generation.

Goal 4.5 Enhance better communication of successes with university administration

Action Steps:

- 4.5.1 Encourage visitors to the school to learn about activities and successes.
- 4.5.2 Employ multiple avenues to educate university administration about our research activities.

Faculty and Staff

Goal 5.0: Identify, attract, and retain an outstanding faculty and staff. (A.P. Goal 2: Strategy A)

Action Steps:

- 5.0.1 Successfully recruit for all current open faculty and staff positions and maintain funding for any unfilled positions.
- 5.0.2 Carefully evaluate needs before allocating faculty and staff positions.
- 5.0.3 Increase the numbers and involvement of high-quality adjunct faculty.
- 5.0.4 Identify possible co-funding sites in areas of faculty gaps, including cross-departmental hires.
- 5.0.5 Review and update our current faculty mentoring program to include more structure.

5.0.6 Identify funding mechanisms for additional needed staff positions.

Goal 5.1: Expand development opportunities for faculty and staff. (A.P. Goal 3: Strategy C)

Action Steps:

- 5.1.1 Encourage faculty to apply for sabbaticals and create infrastructure to support them.
- 5.1.2 Continue to support faculty and staff development opportunities through workshops, mentoring, and creation of a new faculty orientation development packet.
- 5.1.3 Increase the school's supplemental financial support of professional development activities for faculty and staff.
- 5.1.4 Expand professional development opportunities for adjunct faculty.

External Relations

Goal 6.0 Provide adequate resources and incentives to develop and implement a comprehensive marketing plan at the state, national, and international levels.

Action Steps:

- 6.0.1 Align the school marketing plan with university branding initiative and UConn Academic Plan.
- 6.0.2 Position school expertise in education, research, engagement, and advocacy to attract students, faculty, partnerships, and funding opportunities.
- 6.0.3 Highlight teaching innovations, student service-learning, and public engagement activities.
- 6.0.4 Promote faculty expertise, scholarly activities, and research initiatives within UConn/UHC and in-state partnerships (e.g., UConn – St. Francis Primary Care Institute, Jackson Labs, BioScience CT, and Technology Park).
- 6.0.5 Promote faculty expertise, scholarly activities, and research initiatives to external audiences (e.g., industry, health professional organizations, provider organizations, practice partners, policymakers and state agencies, and consumer/advocacy groups).
- 6.0.6 Re-evaluate existing communication and media channels to assure that school messages are targeted, timely, and cost-effective.
- 6.0.7 Cultivate a group of internal and external advocates to assist in the development, promotion and/or delivery of our message.

Goal 6.1 Establish an administrative and programmatic footprint at UCHC to support educational, patient care, clinical and research initiatives, and collaborations. (A.P. Goal 2: Strategy A; Goal 3: Strategy A, C)

Action Steps:

- 6.1.1 Engage in discussion with UConn-Storrs and UCHC leaders to identify collaborations.
- 6.1.2 Increase our presence at UCHC with both faculty and students.
- 6.1.3 Ensure adequate office, teaching, and research space for school faculty members.
- 6.1.4 Work with UCHC leadership to improve partnerships between school and UCHC faculty.

Goal 6.2 Develop revenue-generating educational and practice opportunities based on faculty expertise and research excellence. (A.P. Goal 3: Strategy B; Goal 6: Strategy C)

Action Steps:

- 6.2.1 Identify reimbursement opportunities for patient care services provided by faculty.
- 6.2.2 Develop symposia, scientific conferences, and professional development skill-based training programs.
- 6.2.3 Explore corporate partnership opportunities that are synergistic with faculty expertise and research areas.

Physical and Practice Resources

Goal 7.0: Obtain and maintain adequate laboratory and office space and infrastructure for current and future faculty. (A.P. Goal 2: Strategy A; Goal 3: Strategy A; Goal 6: Strategy B)

Action Steps:

- 7.0.1 Identify space needs concurrently with hiring plan.
- 7.0.2 Conduct a comprehensive review/evaluation of all laboratory space needs.

Goal 7.1: Establish physical presence and participation in proposed Bioscience Tech Park and Bioscience Connecticut. (A.P. Goal 3: Strategy A; Goal 6: Strategy B, D)

Action Steps:

- 7.1.1 Ensure pharmacy representation in planning committees.

Goal 7.2 Address Pharmacy/Biology Building Infrastructure Needs. (A.P. Goal 2: Strategy A; Goal 3: Strategy A; Goal 6: Strategy B, D)

Actions Steps:

- 7.2.1 Improve IT infrastructure (e.g., wireless capabilities, distance learning, electronic exam taking, and hardware).
- 7.2.2 Explore opportunities to optimize and acquire additional teaching, research, meeting, and office space.

Goal 7.3: Purchase and maintain major shared equipment that is essential for conducting research. (A.P. Goal 2: Strategy A; Goal 3: Strategy A)

Action Step:

- 7.3.1 Continue to develop strategies and explore collaborations to leverage school, department, university, industry partner, and investigator-generated extramural funds to purchase major shared equipment.
- 7.3.2 Develop strategies and explore collaborations to leverage school, department, university, industry partners, and investigator generated extramural funds to maintain major shared equipment.

Goal 7.4: Develop and maintain relationships with practice sites and their staff that enhances learning and scholarship. (A.P. Goal 5: Strategy C)

Action Steps:

- 7.4.1 Ensure that off campus faculty have facilities that are sufficient to allow them to undertake their roles and responsibilities.
- 7.4.2 Visit major practice sites to gauge expectations of students and degree of satisfaction with the school, and identify common opportunities.
- 7.4.3 Develop teaching certificate programs and longitudinal rotation experiences for preceptors and practice sites.
- 7.4.4 Identify grant opportunities between the School of Pharmacy and the practice sites.
- 7.4.5 Review incentives for adjunct faculty to continue as preceptors.

Diversity

Goal 8.0: Enhance and evaluate the recruitment strategies to further diversify our student, faculty, and staff with special emphasis on underrepresented groups. (A.P. Goal 4: Strategy A, B)

Action Step:

- 8.0.1 Increase the percentage of under-represented professional students, graduate students, faculty, and staff in the school through active recruitment efforts and using school and university resources established for this purpose.
- 8.0.2 Cultivate relationships with regional campuses, the University of Bridgeport, community colleges, and high schools with higher concentrations of underrepresented groups.
- 8.0.3 Establish scholarships geared for underrepresented groups.
- 8.0.4 Further emphasize to all search committees (staff, faculty, residency, fellowships, graduate students, and postdoctoral fellows the importance of “casting a broad net” in recruitment.
- 8.0.5 Charge the Diversity Committee to continue to evaluate, enhance, and support the goals and strategies outlined in the school’s Diversity Plan.

Advancement

Goal 9.0: Improve communication between the School and its various constituencies. (A.P. Goal 5: Strategy A, C)

Action Steps:

- 9.0.1 Develop and expand electronic communications with our constituents.
- 9.0.2 Enhance school communications by increasing the number of constituents reached electronically through expanded use of e-mail, the school website and social media.
- 9.0.3 Continue to highlight achievements of faculty/staff and disseminate to other schools and colleges of pharmacy.
- 9.0.4 Proactively manage website content.
- 9.0.5 Collaborate with communication committees of professional organizations to leverage exposure.

Goal 9.1: Improve relationships with School alumni.

Action Steps:

- 9.1.1 Continue to sponsor annual pharmacy alumni events.
- 9.1.2 Collaborate with alumni partners (Nursing, Medicine, Dental Medicine, Social Work, Engineering, and CLAS) for joint events.
- 9.1.3 Inform and encourage pharmacy alumni participation in all university alumni events (Homecoming, Alumni Weekend).

- 9.1.4 Collaborate with the development officer to increase alumni contributions, with focus on Arthur E. Schwarting faculty endowment.
- 9.1.5 Develop an electronic alumni newsletter for the graduate program.
- 9.1.6 Work with alumni to develop alumni service opportunities in public engagement activities with our students.

Goal 9.2: Finance fundraising/development activities. (A.P. Goal 6: Strategy C; Goal 2: Strategy B; Goal 6: Strategy C)

Action Steps:

- 9.2.1 Increase the School's endowment.
- 9.2.2 Increase the number of endowed chairs/professorships.
- 9.2.3 Raise funds for the establishment/maintenance of a medicinal garden.
- 9.2.4 Seek additional funding for naming opportunities within the new building.
- 9.2.5 Add new endowed and annual scholarships.
- 9.2.6 Establish endowed fellowships in both departments.
- 9.2.7 Develop a formalized stewardship program.
- 9.2.8 Continue to write feature stories about donors in school publications.

Appendix 1
 University of Connecticut
 School of Pharmacy
 2012 – 2015 Strategic Plan Metrics

Goal 1: Mission, Planning, and Assessment

	Baseline	Proposed 2015 Goal
National ranking among schools and colleges of pharmacy	26	20

Goal 2: Professional Education

	Baseline	Proposed 2015 Goal
NAPLEX average score	111.5 *	120
NAPLEX pass rate	97.24% *	100%
Retention rate	92% **	97%
Professional electives	19	25
Inter-professional electives	2	5
On-line/blended courses	4	5
Student/faculty ratio	9/1	8/1
% of students enrolled in honors program	38	45
% of students completing honors program	13% ***	
# of students in dual degree programs	8	15
# of students pursuing/obtaining post-Pharm.D. residencies/fellowships	26/25	35/33
# of students pursuing a post Pharm.D./Ph.D.	0	6
% of students obtaining employment by graduation	85.5%	100%
Students participating in study abroad program	4%	6%

* Average of the last 3 years.

** Retention rate is 95% for dual degree students.

*** Five students completed the honors program in 2011 (B.S. = 1, Pharm.D. = 4)

Appendix 1
University of Connecticut
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2012 – 2015 Strategic Plan Metrics

Goal 3: Graduate Education and Post-Graduate Training

	Baseline	Proposed 2015 Goal
PhD awarded/faculty member/year	0.8	1.0
Institutional support for Graduate student funding/year	\$282,684	\$350,000
Pharmaceutical Sciences post-doctoral students/faculty	0.9	1.43
Average GRE percentile scores of domestic students	64 th percentile/Verbal; 63 rd percentile/Quantitative	75 th percentile/Verbal; 75 th percentile/Quantitative

Goal 4: Research/Scholarship

	Baseline	Proposed 2015 Goal
Peer-reviewed publications/year	155 *	300
Peer-reviewed publications/faculty/year	3.5	5
Presented scholarly papers/posters/year	298 **	450
Presented scholarly papers/posters/faculty/year	7	7.5
Extramural grant funding/year	\$7 million	\$10 million
Research expenditures per tenure-track faculty member/year	\$283,000	\$325,000
Patent applications/year	5	10

* Includes the following information by department from 2010-2011 Annual Report..

	<u>PS</u>	<u>PP</u>	<u>Total</u>
*Full-length peer reviewed articles	57	52	109
*Technical reports	0	12	12
*Book chapters	18	16	34
**Conference papers	86	69	155

Appendix 1
 University of Connecticut
 School of Pharmacy
 2012 – 2015 Strategic Plan Metrics

**Scholarly presentations 59 84 143
TOTALS **220** **233** **453**

Goal 5: Faculty and Staff

	Baseline	Proposed 2015 Goal
FTE faculty	49 *	62
FTE staff	17	19
Faculty sabbaticals/year	1	2
# of SOP/UCHC partnerships (teaching, research, & engagement)	14**	25

* FTE = any faculty member whose time is at 50% or more.

** Medical school appointments (6), teaching in masters program for clinical and translational medicine (2), CICATS advisory board (2), School of Public Health (1), UCHC teaching partnerships (3)

Goal 6: Outreach and Service

	Baseline	Proposed 2015 Goal
Outreach programs/year	19	25
Development programs for adjunct faculty/year	8	10

	Baseline	Proposed 2015 Goal
Continuing Professional Development		
# of knowledge-based programs	53	55
# of application-based programs	9	15
# of practice-based programs	2	4
# of statements of credit issued	4,351	10,000
Gross Income	\$253,000	\$300,000

Goal 7: Physical and Practice Resources

	Baseline	Proposed 2015 Goal
APPE sites (active)	436	450

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 School of Pharmacy
 2012 – 2015 Strategic Plan Metrics

Goal 8: Diversity

	Baseline	Proposed 2015 Goal
Professional students from underrepresented groups	7% *	10%
Graduate students from underrepresented groups	7%	15%
Faculty from underrepresented groups	1	5
Staff from underrepresented groups	1	3

* Underrepresented groups = African American, Hispanic American, and American Indian

Goal 9: Advancement

	Baseline	Proposed 2015 Goal
School endowment	\$9 million	\$20 million
Endowed professorships/chairs	3	5
Number/total dollars, annual & endowed Pharm.D. scholarships	80 donors/\$125,825	100/\$200,000
Extramurally funded post-Pharm.D. residencies and fellowships	7	10
Extramurally funded graduate fellowships	1	3
Named spaces in building	30	40
Alumni events/year	6	8