



**COLLEGE OF PHARMACY AND  
PHARMACEUTICAL SCIENCES**

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THE UNIVERSITY OF TOLEDO

# Strategic Plan

2012-2017

## Introduction

The University of Toledo undertook a campus-wide revision of its strategic plan in 2010. The process culminated with the adoption of **Directions 2011, The Strategic Plan of The University of Toledo** (<http://www.utoledo.edu/strategicplan/>). The College of Pharmacy and Pharmaceutical Sciences (CPPS) followed shortly thereafter to revisit its strategic plan, last updated in 2007-2008. The strategic planning process occurred simultaneous with the conclusion of the PharmD program self study for reaccreditation.

The College Advisory Council is charged with creation and oversight of the College's strategic plan. The Council began working in April to align the previous plan with the new **Directions 2011** document. The draft of the aligned CPPS 2007-2008 strategic plan was shared with all internal College constituents, and comments, ideas, and suggestions were solicited from individuals and from groups, through College committee structures.

CPPS underwent a mock accreditation site visit from a blue-ribbon panel of pharmacy educators in April 2011, in preparation for its September 2011 full ACPE reaccreditation site visit. Those two visits provided direction and foundation for the continued preparation of this strategic planning document. In September and October 2011, internal and external CPPS stakeholders performed SWOT analysis and



*\*Includes your core values and purpose.*

modified hedgehog concept planning.

The entire data

gathering process resulted in a rich collection of strengths, weaknesses, opportunities, threats, passions, revenue enhancement strategies, cost savings, and other valuable concepts that were used to craft this plan. The Pharmacy Advisory Council used three working sessions in the late fall 2011 to shape and draft this strategic plan (see Appendix A).

Several overarching issues affect CPPS at this pivotal juncture in its history. A lingering recession in Ohio, along with a 10 year + history of funding shortfalls will challenge the growth and expansion of College programs and services. The recent large increase in pharmacy schools in Ohio and the region will challenge CPPS for faculty, students, training sites, and resources. The balancing supply of pharmacists nationally and regionally with demand will affect our entire College recruitment and retention. Limited



NIH and NSF money, and the focus on large research centers creates opportunities for CPPS to partner within our campuses and with external entities to successfully complete for critical research funding.

It is with these challenges and opportunities in mind that the strategic plan for the CPPS was created. We cannot be the best at all things, and must be good stewards of the resources through which we work. We recognize that we are a comprehensive College of pharmacy, with educational, research, and practice components in our mission. With undergraduate, professional, and graduate degree programs in our portfolio, we are a unique and vital component of The University of Toledo.

## **Mission**

The Mission of the College of Pharmacy and Pharmaceutical Sciences is to educate students to become pharmacists and pharmaceutical scientists while advancing pharmaceutical knowledge. Guiding principles are personal integrity, respect for humanity and human diversity, and professionalism.

## **Vision**

The University of Toledo College of Pharmacy and Pharmaceutical Sciences will improve the human condition by developing pharmacists and by advancing knowledge together with its application through research. This vision will be achieved through student-centered instruction and research in a collaborative, dynamic academic and practice environment.

## **Goals**

The goals of the College of Pharmacy and Pharmaceutical Sciences are:

- To provide society with pharmacists who are leaders in the profession,
- To provide society with leaders in the pharmaceutical sciences,
- To serve the profession by achieving prominence in pharmacy education and research, and
- To provide students with an optimal learning environment to attain personal and professional growth and success.

## **Core Values**

The College is committed to promote a culture that values:

- Our students, alumni, staff, preceptors and faculty. We encourage strong positive relationships among these groups and support their professional development.
- Human diversity.
- Teaching, learning and interprofessional education for undergraduates, graduates and post-graduates.
- Pharmaceutical science and clinical research and the translation of the same to pharmacy practice.
- Human health and well being through patient-focused pharmacy practice.



## **Goal I. Quality Undergraduate and Professional Educational Programs**

**Strategic Direction 1:** Recruit the highest caliber students into the CPPS and meet their higher education needs

Metric/Milestone: PP1 enrollment will be maintained or grown in comparison to the 2011 benchmark year. Responsibility: Student Affairs

Metric/Milestone: Integrate objective measures of critical thinking skills into the admission process by 2014. Responsibility: Admission Committee

Metric/Milestone: Admit UWD transfer student directly into the PharmD program beginning in 2012. Responsibility: Admission Committee

**Strategic Direction 2:** Establish an electronic portfolio system for the undergraduate and professional programs

Metric/Milestone: All students will use the electronic portfolio system by 2014. Responsibility: Curriculum Committee with the Assessment Committee

**Strategic Direction 3:** Create interprofessional educational experiences for pharmacy students with the medicine, nursing, and allied health disciplines

Metric/Milestone: Benchmark current interprofessional activities and establish goals for interprofessional education by Spring 2013. Responsibility: Department Chairs

Metric/Milestone: Use the Interprofessional Immersive Simulation Center to enhance the interprofessional educational opportunities in the PharmD curriculum by 2014. Responsibility: Curriculum Committee

**Strategic Direction 4:** Partner the colleges of medicine and nursing to provide comprehensive, multi-professional accredited continuing education for the health science

Metric/Milestone: One integrated office of continuing education (including medicine, nursing, and pharmacy) by 2013. Responsibility: CPE Directors

**Strategic Direction 5:** Explore options for dual degrees with the BSPS or PharmD or MS across the university

Metric/Milestone: Report for consideration by the Dean's Cabinet on the opportunities for dual degree programs by Fall 2013. Responsibility: Degree Program Directors

## **Goal II. Optimal Learning Environment**

**Strategic Direction 1:** Promote the personal professional growth and development for all faculty members

Metric/Milestone: A faculty-mentoring program will be created and employed for new faculty members by Spring 2013, and for the full faculty by 2015. Responsibility: Newly created ad-hoc committee on faculty mentoring

Metric/Milestone: A comprehensive faculty and staff development program will be created and implemented by Fall 2013. Responsibility: Dean's Cabinet (external assistance will be sought from alumni of the college and the Dean's Commission on Pharmacy Education)

Metric/Milestone: A career pathway for non-tenure track faculty will be created, including merit and promotion processes, by 2013. Responsibility: Dean's Cabinet

Metric/Milestone: A teaching commons will be established within the college by Fall 2014 (a teaching commons is a conceptual space in which communities of educators committed to inquiry and innovation come together to exchange ideas about teaching and learning and use them to meet the challenges of educating students for personal, professional, and civic life). Responsibility: Department Chairs

**Strategic Direction 2:** Maintain state-of-the-art facilities, equipment, and technology for faculty, staff, and students

Metric/Milestone: An annual report on the facilities, equipment, and technology of the College will be commissioned by the Cabinet in summer semester, beginning in 2012. Responsibility: Dean's Cabinet. (Note: external partners should be made aware of this report, such as alumni and companies)

**Strategic Direction 3:** Lay the groundwork for reuniting the college's faculty offices and laboratories in the Wolfe Center by assessing needs for equipment and space

Metric/Milestone: Assess needs for relocating the remaining Medicinal and Biological Chemistry faculty to the HSC and explore submitting an equipment grant proposal by 2013. Responsibility: Chairs, Medicinal and Biological Chemistry and Pharmacology

**Strategic Direction 4:** Engage in cross-college schools to expand our educational offerings and interdisciplinary scholarship and research.

Metric/Milestone: Collaborate in the formation of two cross-college schools by 2014. Responsibility: Department Chairs

Metric/Milestone: Enhance the integration of personalized medicine/pharmacogenomics into curricular content through the use of schools by 2015. Responsibility: Curriculum Committee with the Department Chairs

**Strategic Direction 5:** Foster interprofessional collaboration among the health science professions

Metric/Milestone: Initiate ongoing discussions at the faculty level with the colleges of nursing, medicine, and health science/human services by Fall 2012. Responsibility: newly created ad-hoc committee for interprofessional collaboration

### **Goal III. Functional Governance and Organization**

**Strategic Direction 1:** An organizational structure and governance plan that fosters innovation and free expression of ideas, and facilitates smooth operation of the college and its programs

Metric/Milestone: Revise the bylaws of the CPPS by Fall 2012. The Charge to Committees of 6/30/11 currently serves this purpose. Responsibility: Dean's Cabinet

Metric/Milestone: Map responsibility and accountability for CPPS functions, including the strategic plan, by fall 2012. Responsibility: Dean's Cabinet

Metric/Milestone: Establish a college evaluation plan by Summer 2012; include results in the college annual report for 2011-2012. Responsibility: Dean's Cabinet

**Strategic Direction 2:** Cultivate a collegial and team-centered working environment among university and college administration, faculty, and staff

Metric/Milestone: Semiannual meetings between the faculty and the Chancellor will be held beginning in academic year 2011-12. Responsibility: Dean

Metric/Milestone: Establish benchmarks and goals for a collegial and team-centered working environment by Fall 2012. Responsibility: Dean's Cabinet

### **Goal IV. Healthcare Access and Delivery**

**Strategic Direction 1:** Achieve an interprofessional, team-based approach in all facets of patient healthcare at UT

Metric/Milestone: Seek to integrate pharmacist services in all new patient-care initiatives (i.e. patient centered medical home), and champion inclusion of medicine, pharmacy, nursing, and allied healthcare personnel in the delivery of patient care (ongoing). Responsibility: Chair, PHPR

**Strategic Direction 2:** Impact wellness, disease prevention, and early diagnosis of disease in the Toledo metropolitan region

Metric/Milestone: Student, resident, and faculty practice programs will be charged with creating wellness and disease prevention initiatives, and will include health screening programs beginning Fall 2012. Responsibility: Chair, PHPR; Director of PharmD Experiential Education

**Strategic Direction 3:** Increase graduate pharmacy residency training in the Toledo area

Metric/Milestone: The total number of PGY1 pharmacy residency positions at UT will increase to 10 PGY1s by 2013. Responsibility: Director of Pharmacy, UTMC; Chair, PHPR, (external sources of assistance include Dean's Commission on Pharmacy Education, alumni and local health care organizations).

**Strategic Direction 4:** Expand the pharmacist practice network of our faculty and residents

Metric/Milestone: Expand the existing out-patient/ambulatory care practice network by 1 practice site (or service line) for each of the next five years (2012-2017). Responsibility: Chair, PHPR

Metric/Milestone: Expand the existing in-patient practice service lines by 1 by 2013.

Responsibility: Chair, PHPR

## **Goal V: Prominent Research and Graduate Programs**

**Strategic Direction 1:** Increase levels of research funding from external sources

Metric/Milestone: Increase the college's extramural research funding to \$3 million per year by 2016. Responsibility: Research, Scholarship and Graduate Education Committee

Metric/Milestone: Increase the NIH funding ranking among colleges of pharmacy to overtake Cincinnati as the pharmacy college with the second highest funding in Ohio by 2015.

Responsibility: Research, Scholarship and Graduate Education Committee

**Strategic Direction 2:** Enhance the reputation of CPPS scholarship and research

Metric/Milestone: Increase the number of peer-reviewed publications by faculty by 10% over the 2008-2011 average by 2014. Responsibility: Research, Scholarship and Graduate Education Committee

**Strategic Direction 3:** Provide graduate education that meets the needs of the State of Ohio, and the career aspirations of our students.

Metric/Milestone: Each graduate program will establish benchmarks and programmatic goals by 2013. Responsibility: Graduate degree program directors

Metric/Milestone: Implement changes in response to the 2011-2012 graduate program review by 2014. Responsibility: Graduate degree program directors

Metric/Milestone: Increase external funding by 20% for graduate assistant positions, training grants, and fellowships by 2015. Responsibility: Research, Scholarship and Graduate Education Committee, with external assistance from Dean's Commission on Pharmacy Education.





**Strategic Direction 4:** Strategically expand graduate opportunities in the pharmaceutical sciences, to emphasize niche programs that complement current strengths

Metric/Milestone: Students will be enrolled in the PhD program in Experimental Therapeutics by 2013. Responsibility: Chair, PHCL

Metric/Milestone: Each MS program will each prepare a report of the potential for graduate program growth by fall 2013. Responsibility: Graduate degree program directors

Metric/Milestone: Each graduate program will explore BS to MS programs designed to retain the best undergraduate students, and improve graduate matriculation, by fall 2012.

Responsibility: Graduate degree program directors

## **Goal VI. Commitment to Global Outreach and Engagement**

**Strategic Direction 1:** Cultivate international partnerships with strategic research and educational partner institutions, and foster exchanges of students, faculty, and knowledge with each

Metric/Milestone: Increase the availability of international educational opportunities for all disciplines by 2015. Responsibility: Dean's Cabinet



## Congruence With The University's Strategic Plan, Directions 2011

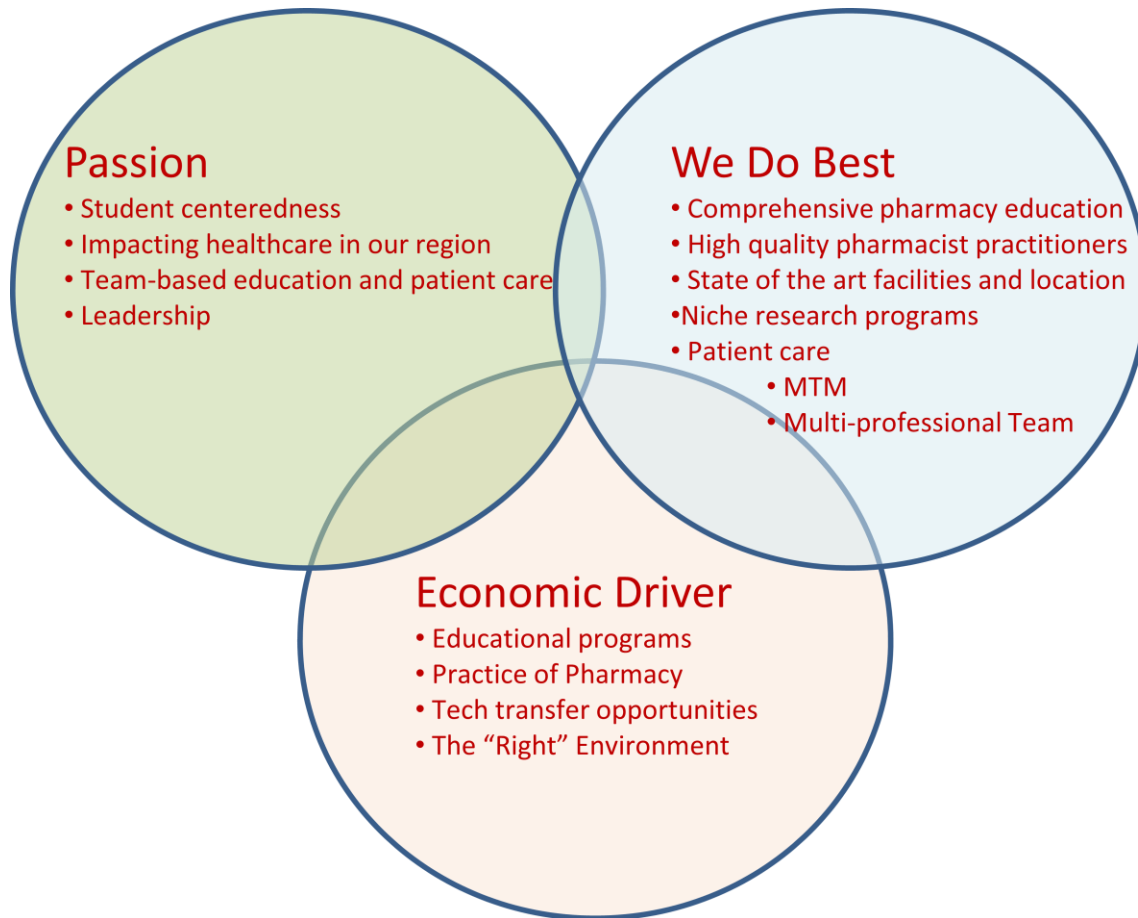
The CPPS Strategic Plan creates the framework by which the College will accomplish its strategic directions over the next five years. This plan is congruent with the essential elements of the **Directions 2011** document. Support of the University's plan through the CPPS Strategic Plan is demonstrated in each of the six (6) focal areas described by **Directions 2011**. Specific goals and strategic directions (SD) in the CPPS plan that align with the relevant **Directions 2011** goals are listed in the table below.

<b>Directions 2011</b>	<b>CPPS Strategic Plan</b>
I. Undergraduate Academic Programs	Goal I: SD 1-5
II. Graduate and Professional Academic Programs	Goal I: SD 1-5 Goal V: SD 3-4
III. Research and Technology Transfer	Goal V: SD 1-2
IV. Learning Environment	Goal II: SD 1-5
V. Health Care Access and Delivery	Goal IV: SD 1-4
VI. Outreach and Global Engagement	Goal VI: SD 1



Appendix A

## CPPS Modified Hedgehog Analysis





## Appendix A (cont)

### External and Internal Stakeholder Responses:

#### Modified Hedgehog Analysis

*Think strategically for a 5-7 year time horizon*

#### What we can do well:

##### Patient care:

- MTM
  - PCOR lab-outcome lab-huge resource
  - MTM training
- Team-based care (PCMH)-opportunity from the merger and move (MTM not done in a vacuum)
- Within our own health system
  - Bridging continuum of care(in-patient to out-patient)
  - Students “extend” practitioners (model this at UTMC)
- Education of students on the outcomes that drive patient care process and reimbursement
- Practice in alternative models of care
- Reimbursement for clinical services; residency programs

##### Quality Diverse Educational Opportunities in Pharmacy

- College develops high quality pharmacist practitioners for the profession
- College offers multiple programs (BSPS and PharmD) in which student can enroll (BSPS majors are unique in this region and possibly nationally); diverse career paths
- State-of-the-art facility and technology
- Optimal location; Health Science Campus/UTMC with other health care professions
- Outcomes focus
- New directions-personalized medicine or Pharmacogenomics
- Interprofessional education
- Entrepreneurialism; reimbursement for clinical services; residency programs

#### What are the opportunities that we should not miss as a college?

- Reimbursement for clinical services
- Niche practice areas: drug info center
- Recruiting the best high DHS freshman; recruiting the best UWD students
- Optimizing partnership opportunities with ProMedica education and practice
- Interprofessional education

- Fostering student/faculty interactions in research

### **What are our passions?**

- Students (student centered institution)
- Making an impact on health care in our region
  - Continuing professional education
- Moving the pharmacy profession forward (identify the gap in practice and attempt to bridge it)
- Consider the patient as a whole (holistic care of the patient)
- Leadership: Create a vision (to allow students to lead the profession)

### **What drives our business? Are we missing anything that could inform our core business?**

#### Education

- Recruitment of more and better
- Dual degrees (MPH, MS, MBA)
- Informatics
- Non-traditional education delivery (DL/on-line/weekend/accelerated)
- Nimble response to changing needs in the PharmD curriculum

#### Practice

- Expanding clinical services; partnerships

#### Research

- Tech transfer environment...are we known for an expertise in any of our core areas? Is there a UT business that we should partner with to excel?
  - Nationally competitive grants (NIH)
  - Need professors who teach well and sustain research program

#### Global

- Customer service focus
- Wow culture...recognizing and rewarding good behavior
- Flexibility to meet the demands of pharmacy and pharmaceutical sciences in the region
- Getting alumna involved in the college in more ways





	Summer 2012	Fall 2012	Spring 2013	Fall 2013	Spring 2014	Fall 2014	Spring 2015	Fall 2015	Spring 2016
<b>Goal II. Optimal Learning Environment</b>									
A faculty-mentoring program will be created and employed for new faculty members by Spring 2013, and for the full faculty by 2015			Ad-hoc committee on faculty mentoring					Ad-hoc committee on faculty mentoring	
A comprehensive faculty and staff development program will be created and implemented by Fall 2013				Dean's Cabinet					
A career pathway for non-tenure track faculty will be created, including merit and promotion processes, by 2013				Dean's Cabinet					
A teaching commons will be established within the college by Fall 2014						Dept. Chairs			
An annual report on the facilities, equipment, and technology of the College will be commissioned by the Cabinet in summer semester, beginning in 2012		Dean's Cabinet							
Assess the needs for relocating the remaining Medicinal and Biological Chemistry faculty and staff to the HSC; explore equipment grant proposal by 2013				Chairs, MBS and PHCL					
Collaborate in two cross-college schools by 2014						Dept. Chairs			
Enhance the integration of personalized medicine/pharmacogenomics into curricular content through the use of schools by 2015								Curriculum, Dept. Chairs	
Initiate ongoing discussions at the faculty level with the colleges of nursing,		Ad-hoc committee							



medicine, and health science/human services by Fall 2012		for interprofessional collaboration							
	<b>Summer 2012</b>	<b>Fall 2012</b>	<b>Spring 2013</b>	<b>Fall 2013</b>	<b>Spring 2014</b>	<b>Fall 2014</b>	<b>Spring 2015</b>	<b>Fall 2015</b>	<b>Spring 2016</b>
<b>Goal III. Functional Governance and Organization</b>									
Revise the bylaws of the CPPS by fall 2012		Dean's Cabinet							
Map responsibility and accountability for CPPS functions, including the strategic plan, by fall 2012		Dean's Cabinet							
Establish a college evaluation plan by summer 2012; include results in the college annual report for 2011-2012	Dean's Cabinet								
Semiannual meetings between the faculty and the Chancellor will be held beginning in academic year 2011-12	Dean	Dean	Dean	Dean	Dean	Dean	Dean	Dean	Dean
Establish benchmarks and goals for a collegial and team-centered working environment by Fall 2012		Dean's Cabinet							
	<b>Summer 2012</b>	<b>Fall 2012</b>	<b>Spring 2013</b>	<b>Fall 2013</b>	<b>Spring 2014</b>	<b>Fall 2014</b>	<b>Spring 2015</b>	<b>Fall 2015</b>	<b>Spring 2016</b>
<b>Goal IV. Healthcare Access and Delivery</b>									
Seek to integrate pharmacist services in all new patient-care initiatives, and champion inclusion medicine, pharmacy, nursing, and allied healthcare personnel in the delivery of patient care	Chair, PHPR	Chair, PHPR	Chair, PHPR	Chair, PHPR	Chair, PHPR	Chair, PHPR	Chair, PHPR	Chair, PHPR	Chair, PHPR
Student, resident, and faculty practice programs will be charged with creating		Chair, PHPR, Director							





wellness and disease prevention initiatives, and will include health screening programs beginning Fall 2012		PharmD Exp Programs							
The total number of PGY1 pharmacy residency positions at UT will increase to 10 PGY1s by 2013		DOP-UTMC, Chair, PHPR							
Expand the existing out-patient/ambulatory care practice network by 1 practice site (or service line) for each of the next five years (2012-2017)		Chair, PHPR		Chair, PHPR		Chair, PHPR		Chair, PHPR	
Expand the existing in-patient practice service lines by 1 by 2013				Chair, PHPR					
	<b>Summer 2012</b>	<b>Fall 2012</b>	<b>Spring 2013</b>	<b>Fall 2013</b>	<b>Spring 2014</b>	<b>Fall 2014</b>	<b>Spring 2015</b>	<b>Fall 2015</b>	<b>Spring 2016</b>
<b>Goal V: Prominent Research and Graduate Programs</b>									
Increase the college's extramural research funding to \$3 million per year by 2016									Research
Increase the NIH funding ranking among colleges of pharmacy to within the top 50% (among colleges that seek NIH funding) by 2015								Research	
Increase the number of peer-reviewed publications by faculty by 10% over the 2008-2011 average by 2014						Research			
Each graduate program will establish benchmarks and programmatic goals by 2013				Graduate Program Directors					
Implement changes in response to the 2011-2012 graduate program review by 2014						Graduate Program Directors			
Increase external funding by 20% for								Research	



graduate assistant positions, training grants, and fellowships by 2015									
Students will be enrolled in the PhD program in Experimental Therapeutics by 2013				Chair, PHCL					
Each MS program will each prepare a report of the potential for graduate program growth by fall 2013				Graduate Program Directors					
Each graduate program will explore BS to MS programs designed to retain the best undergraduate students, and improve graduate matriculation, by fall 2012		Graduate Program Directors							
	<b>Summer 2012</b>	<b>Fall 2012</b>	<b>Spring 2013</b>	<b>Fall 2013</b>	<b>Spring 2014</b>	<b>Fall 2014</b>	<b>Spring 2015</b>	<b>Fall 2015</b>	<b>Spring 2016</b>
<b>Goal VI. Commitment to Global Outreach and Engagement</b>									
Increase the availability of international educational opportunities for all disciplines by 2015								Dean's Cabinet	