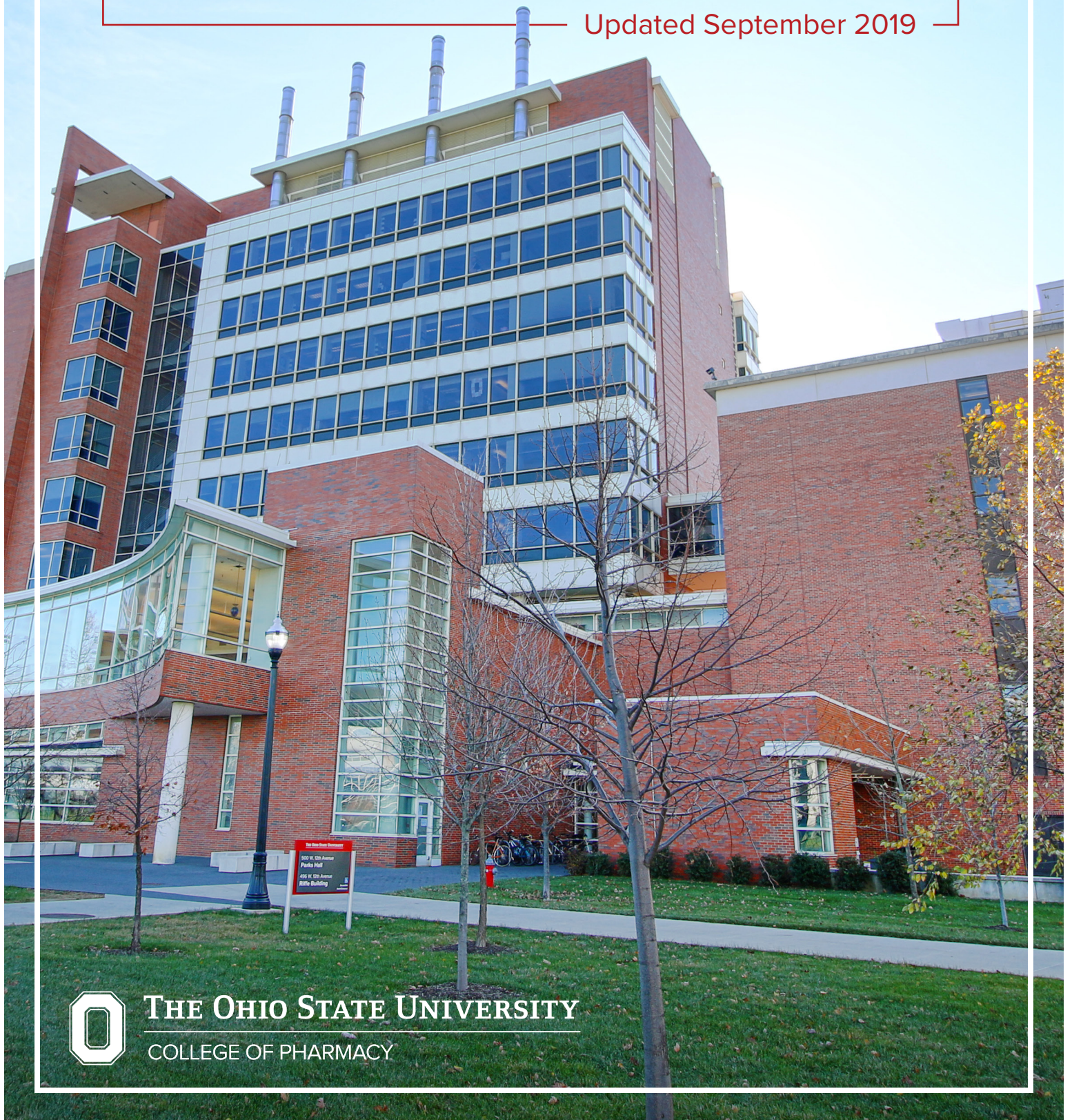


THE OHIO STATE UNIVERSITY COLLEGE OF PHARMACY

STRATEGIC PLAN

Updated September 2019



THE OHIO STATE UNIVERSITY
COLLEGE OF PHARMACY

STRATEGIC PLANNING PROCESS

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Dear colleagues,

The Ohio State University College of Pharmacy is home to world-class faculty and staff, dedicated students and renowned researchers working to improve medications and medication-related health outcomes across Ohio and around the globe. Since the college's founding in 1885, Ohio State has led the way in making pharmacy education more comprehensive, more inclusive and more integral to the practice of healthcare.

A consistent top-ranked college, we understand the importance of continual improvement – taking in who we are now, and reflecting on where we want to be. We've made immense strides as a college since our last strategic plan; improving our Doctor of Pharmacy curriculum, upgrading our physical plant by adding a 150-seat active learning classroom, creating a cutting-edge Integrated Patient Care Laboratory, renovating our instrumentation laboratory and updating many research laboratories in our buildings; and over the last four years, have recorded the highest NIH funding and total research

funding in the history of the college. Yet some key aspects of our last strategic plan remain, including our commitment to providing the highest level of research and teaching, attracting and retaining top faculty and staff and enrolling students with the highest potential to contribute to healthcare.

In the pages that follow, we have laid out a plan that will continue to propel the college forward. Our strategic plan will provide a roadmap for stronger partnerships spanning both clinical practice and research endeavors, provide us with a framework for prioritizing our resources and will provide a clear direction as we move from plan to action.

Ultimately, this plan will help us fulfill our mission of advancing the pharmacy profession and patient-centered care across Ohio and around the globe through innovative teaching and practice, ground-breaking research, and transformative outreach and engagement.

This plan is centered on pillars that align with the university's strategic plan, *Time and Change*:

- Teaching and Learning
- Access, Affordability and Excellence
- Research and Creative Expression
- Academic Health Care
- Operational Excellence and Resource Stewardship
- Outreach and Engagement

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

Our strategic plan focuses the energy, resources and time of everyone here at the College of Pharmacy. While this strategic plan focuses on areas of growth opportunity for our college, we remain committed to our core mission and believe that continuing this work is vitally important. Each staff, faculty, student, alumnus and friend of the college is essential to our future success and I am proud that many representatives of each of these crucial stakeholders contributed to the creation of this plan. For this, I am both grateful for your continuing support and confident in our bright future.

Sincerely,

A handwritten signature in black ink that reads "Henry J. Mann". The signature is written in a cursive style with a long, horizontal flourish extending to the right.

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

STRATEGIC PLANNING PROCESS

The Ohio State University College of Pharmacy Strategic Plan 2019-2024

Introduction:

During the 2018-2019 academic year, the College of Pharmacy embarked on the process of generating a new strategic plan. This plan will replace the previous strategic plan first generated in 2014 and updated annually. The new college plan provides the opportunity to account for changes to the healthcare and academic environments as well as the opportunity to align with the new Ohio State University plan, *Time and Change*. The university's plan outlines pillars of focus: Teaching and Learning; Access, Affordability and Excellence; Research and Creative Expression; Academic Health Care; and Operational Excellence and Resource Stewardship.

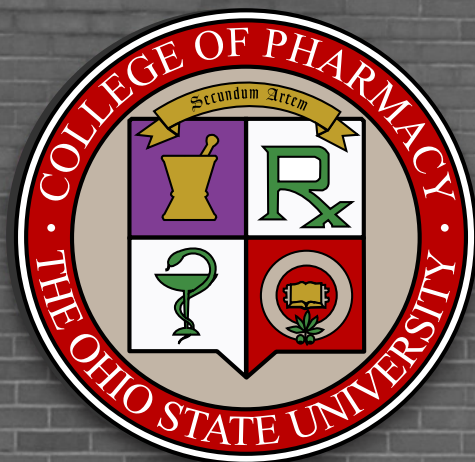
The College of Pharmacy planning process began in September 2018 with an environmental scan conducted with members of the Dean's Corporate Council. The council members were asked to provide input on three questions:

- What external factors should we address in this strategic planning process?
- What makes the Ohio State College of Pharmacy unique?
- What should we prioritize in our educational programming to produce the next generation of leaders in pharmacy practice or science?

Next, at each of our monthly faculty meetings, we updated faculty on our progress with the previous strategic plan and increased awareness of accomplishments over the last five years. In early January 2019, we hosted a team of four external faculty to review our new I3 (Inquire, Innovate, Involve) curriculum. The recommendations of this team were also shared with all faculty and Ohio State Wexner Medical Center preceptors.

In late January, the college conducted a day long all-college retreat for faculty, staff, students and preceptors. Participants rotated through three rounds of small group discussions that focused on generating ideas for our next plan. Each participant had the opportunity to choose three pillars that interested them most. Participants generated more than 500 ideas which were captured on notecards. After the retreat, the notecards were themed and strategic goal statements were written. The goals were sent to all faculty staff and medical center preceptors for voting via Qualtrics survey. Each person surveyed was given three votes in each of the strategic areas. After the voting, members of the Executive Committee reviewed the results, further refined the goal statements, and assigned responsible parties, timelines and resources.

PHARMACY | STRATEGIC PLAN



MISSION:

The Ohio State University College of Pharmacy advances the pharmacy profession and patient-centered care 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



TEACHING AND LEARNING PILLAR

GOAL 1

Deliver exceptional learning experiences through cutting-edge curricula

1. Enhance the personalizable elements of the curriculum through increasing online/hybrid learning, course offerings, and opportunities for autonomous learning.
2. Incentivize evidence-based teaching strategies to foster student-centered learning.
3. Identify emerging trends and technologies in pharmacy practice and research and develop adaptive curricula that prepare students to adequately navigate these frontiers.
4. Optimize newly-implemented curricular revisions.



ACCESS, AFFORDABILITY AND EXCELLENCE PILLAR

GOAL 1

Provide students with high-quality career development and promote career excellence

1. Leverage partnerships with employers, alumni, faculty and staff to expand nontraditional and rural career opportunities and prepare students for success in the changing pharmacy landscape.
2. Increase opportunities for exposure to and experience with professional practice/research and career services/programming, for all pathways and all levels of our programs.
3. Provide comprehensive financial education to all of our students that enables them to become competent managers of their financial wellbeing.
4. Identify and communicate all costs of attendance in our programs while seeking to understand where students are struggling financially.



RESEARCH AND CREATIVE EXPRESSION PILLAR

GOAL 1

Provide cutting-edge opportunities for student involvement in research

1. Create meaningful research experiences for Bachelor of Science in Pharmaceutical Sciences (BSPS) and Doctor of Pharmacy (PharmD) students.

GOAL 2

Enhance collaboration efforts at all levels

1. Support collaborative research opportunities within the college, university and beyond.

GOAL 3

Recruit and retain excellent and diverse faculty and staff

1. Strategically recruit and retain top talent to provide a robust pipeline of researchers that support the research mission.
2. Focus on strategic strengths.
3. Support inclusive excellence in recruitment of talent.



ACADEMIC HEALTH CARE PILLAR

GOAL 1

Leverage collaborations with The Ohio State University Wexner Medical Center

1. Develop meaningful relationships to establish increased collaboration in education training and research.
2. Establish joint partnerships with OSUWMC to engage external practice partners.
3. Engage all students and trainees into health care models to become innovative professionals that meet workforce demands and needs.



OPERATIONAL EXCELLENCE AND RESOURCE STEWARDSHIP PILLAR

GOAL 1

Expand financial resources and support

1. Explore new external funding opportunities.
2. Create financial incentives for good resource stewardship.
3. Continue to promote clarity and transparency in resource allocation.
4. Assess resource allocation and align resources with needs that enable the achievement of the mission of the college.

GOAL 2

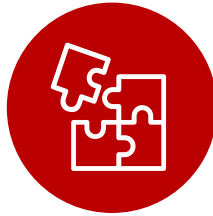
Cultivate a distinctive and distinguished reputation

1. Differentiate our graduates and use this messaging to emphasize skill development within the curriculum.
2. Connect and communicate within the college about research. Encourage and support internal communication and retreats to foster collaboration. Create an external communication plan specific to research achievements.
3. Be a nationally/internationally recognized leader in healthcare transformation.
4. Enhance community and industry partnerships with the college in order to increase revenues and grant opportunities and expand experiential learning and career opportunities for students.

GOAL 3

Create an inclusive and thriving culture

1. Foster an inclusive and diverse culture of excellence that pursues innovative change and meaningful connection through collaboration and inquiry and celebrates innovation, discovery and clinical and translational science.
2. Create a culture of inclusivity and teamwork. Enhance relationships that support and optimize meaningful practice partnerships.
3. Develop, establish and enhance meaningful relationships and communications between the college and OSUWMC.
4. Foster a just culture and safe environment for mental health for faculty and staff. Foster an environment of wellbeing for faculty, staff and students that includes the Nine Elements of Wellbeing.



OUTREACH AND ENGAGEMENT PILLAR

GOAL 1

Practice advancement and advocacy

1. Advocate for patient access to pharmacist-provided care.
2. Engage with communities through public education, scholarship and patient care to improve health access and outcomes that are aligned with state healthcare priorities.
3. Cultivate new and existing internal and external partnerships to advance local to global pharmacy practice transformation.