

# Strategic Planning at The Ohio State University

## Supporting Faculty, Students, and the Structures that Foster their Success

Ohio State's future will be defined and driven by an unwavering commitment to our faculty, students and the structures—physical, administrative, curricular, and financial—that will foster their success. Such a commitment is founded in the overarching principles of the institution's vision, mission, values, and core goals.

### VISION

The Ohio State University is the model 21st-century public, land grant, research, urban, community engaged institution.

### MISSION

The University is dedicated to:

- Creating and discovering knowledge to improve the well-being of our state, regional, national and global communities;
- Educating students through a comprehensive array of distinguished academic programs;
- Preparing a diverse student body to be leaders and engaged citizens;
- Fostering a culture of engagement and service.

We understand that diversity and inclusion are essential components of our excellence.

### VALUES

Shared values are the commitments made by the University community in how we conduct our work. At The Ohio State University we value:

- Excellence
- Diversity in people and of ideas
- Inclusion
- Access and affordability
- Innovation
- Collaboration and multidisciplinary endeavor
- Integrity, transparency, and trust

### CORE GOALS

Four institution-wide goals are fundamental to the University's vision, mission and future success:

**Teaching and Learning:** to provide an unsurpassed, student-centered learning experience led by engaged world-class faculty and staff, 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 toward solutions of the world's most pressing problems.

**Outreach and Engagement:** to advance a culture of engagement and collaboration involving the exchange of knowledge and resources in a context of reciprocity with the citizens and institutions of Ohio, the nation, and the world.

**Resource Stewardship:** to be an affordable public university, recognized for financial sustainability, unparalleled management of human and physical resources, and operational efficiency and effectiveness.



# **The Ohio State University College of Pharmacy**

## **Strategic Plan**

### **Revised 9/10/15**

#### **Letter from The Dean**

The Ohio State University College of Pharmacy is proud of the many accomplishments of our faculty, staff, and students over the years that have led to a consistent top ten ranking of our College. Since our founding in 1885, OSU has led the way in making pharmacy education more comprehensive, more inclusive and more integral to the practice of healthcare.

Times change, however, and so must we to meet the challenges of the future. 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 created our last 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 that advance human health. Distance learning, collaboration and cross-college study have made higher education in many ways unrecognizable from where it was even five years ago. Yet, some key aspects of our last strategic plan 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 to contribute to healthcare.

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

The plan is centered on four core goals that align with the University:

- 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 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. Each staff, faculty, student and friend of the college is essential to our future success. For this, I am both grateful for your continuing support and confident in our bright future.

Sincerely,

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

## College Overview

**Past:** The College of Pharmacy at The Ohio State University traces its beginnings to September 1885 when the OSU 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 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 OSU 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 1999. The current enrollments for the 2014-15 academic year are 485 PharmD students, 385 BSPS students, and 101 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 determines mechanisms by which new and established drugs impact biological systems and explores alterations in biological systems in disease to discover potential new drug targets.
- 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 27 tenured/tenure-track faculty, 12 clinical-track faculty, 15 lecturers/instructors, and four research-track faculty. Research areas 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.

## **Future**

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 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**

#### **The Ohio State University College of Pharmacy 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

Our strategic planning process described below and the resulting initiatives were designed to help us achieve our mission and become the leaders and models we aspire to become. Through the process of implementing our strategic plan we endeavor to improve on several benchmark outcomes. These include increasing the number of faculty as well as the average funding received per faculty member. In order to remain competitive with the top pharmacy schools

this means a 50% increase in average annual research funding and a 50% increase in our faculty numbers. We also seek to increase our student satisfaction percentages as well as focusing on increasing the numbers of alumni who are supporting members of the College organization. As our action plans for achieving the strategic plan are crafted these metrics and their baselines and targets will be established and documented.

## **Process and Organization for the Plan**

### **Methodology for Strategic Plan Generation**

A major goal for the process of generating the strategic plan was inclusivity. This was achieved by including both internal and external stakeholders in the generation and review of the Mission, Vision and draft plan. 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 to 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, staff and alumni; 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 these 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 forums to internal and external stakeholders via in-person and virtual methods 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 (web) 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 OSU stakeholders were held in June. Based on the feedback from the first draft, a revision was made and presented to the writing team and faculty in Autumn of 2014. The plan was further vetted with the Office of Academic Affairs and selected university stakeholders.

### **Strategic Environmental 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 (AACPs) Curricular Quality Surveys and the Health Sciences Colleges at OSU 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 local, state and national stakeholders including 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. Alumni were consulted through meetings with the College Alumni Board of Governors as well as being named members of SWOT and writing team groups. And 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, found below, 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 healthcare market place**

The United States healthcare system and the entire healthcare 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, there are several areas that are likely to substantially impact pharmacy practice, including the development and implementation of innovative care models such as accountable care organizations and improvements to Medicare Part D. While the complete impact of the Affordable Care Act on pharmacy is uncertain, one thing is clear – change will be dramatic for our students, faculty/practitioners, and patients.

#### **2. Decreased availability of federal research support dollars**

The availability of federal money to support grants and research endeavors is shrinking. According to the Federal Research Service, federal government support for research through funding to the NIH in FY 2013 decreased by \$1.7 billion (5.5%) over the previous year, and since 2003 there has been a trend of flat or below inflation funding to the National Institutes of Health (NIH Almanac). Some estimates indicate that total funding for research has dropped by 16% over the last five years. Competition for this shrinking pool of funding has also increased dramatically.

#### **3. Increasing number of pharmacy schools**

The number of US 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.

#### **4. The challenging job market**

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

## **Internal Factors**

### **1. Physical and human infrastructure**

The aging and insufficient 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 needs to be strengthened and optimized with Ohio State University Wexner Medical Center (OSUWMC) Department of Pharmacy**

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 common 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. There are many important and impressive accomplishments that could be shared in ways that better enhance the profile of the College.

The implementation initiatives specified in this plan seek to address each of the preceding factors that were uncovered in our planning process.

## **Strengths**

In addition to the SWOT analyses which yielded the external and internal factors that guided the generation of the strategic plan, consideration was also given to the current strengths of the College. The following is a summary of some of the many positive aspects of OSU's College of Pharmacy that were leveraged into the current plan.

1. Our faculty continue to excel in drug discovery and development research programs. The most recent data from the American Association of Colleges of Pharmacy from October 1, 2013-September 30, 2014 ranks OSU number 26 nationally in total grant funding. Intellectual property and commercialization activities continued to be an area

of emphasis for our College, and we achieved an increased number of patent filings, issued patents and licensing income in FY 13.

2. Training of graduate students is also a strength, producing PhD graduates who are leaders in academia or the pharmaceutical industry at the national and international levels. Also, the recent addition of a Master's in Applied Clinical and Preclinical Research program adds to the rich portfolio of educational options. This distance education, multi-college program (Nursing, Pharmacy, Medicine and Veterinary Medicine) began enrolling students in Autumn 2014 with a focus on developing effective team members for clinical and pre-clinical research careers.
3. Ambulatory care sites are a focus and strength for our clinical track faculty where they continue to develop innovative practice models. Over the past year, we have increased our presence in the Patient Centered Medical Home (PCMH) environment, establishing five new practice sites for four PPAD clinical faculty. Another focus has been the development of an outreach initiative to improve the outcomes of medication use in elderly populations using Medicare Part D.
4. The rich tradition and success of our MS in Health System Pharmacy graduates is operationalized in the Latiolais Leadership Program (LLP) which is comprised of alumni of the program with a mission to assist health-system pharmacists in developing skills to lead and manage the medication use process to achieve optimal health outcomes. The LLP has been instrumental in recognizing excellence in medication use processes as well as creating opportunities for learning and leadership development in this area.
5. Our students, faculty and staff are the primary reason for the current level of success of the College and will continue to be at the core of how we achieve our strategic goals. We have a 5:1 applicant to admitted student ratio in our PharmD program and 58% of our Bachelor of Science in Pharmaceutical Sciences (BSPS) students graduated with honors. Thirty-seven percent of articles published in 2013 included one of our graduate students. Among our faculty 30% are fellows in national professional organizations. Our staff continue to receive excellent survey evaluations from peers and students alike.

The environmental scan and its results, documented above, 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.

### **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 (listed above), and a conscious effort was made to incorporate these values across all our focus areas and implementation initiatives where appropriate. We will continue to honor our values as we develop action plans that support the implementation of our strategic plan. 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. As we complete initiatives, new ones will be added.

## **Accomplishing Our Plan**

In order to successfully implement the various elements of the strategic plan, the College organizational structure will also be aligned with the goals of the plan. Where appropriate we will work through our current committees and organizational structures to facilitate creation of the action plans associated with implementation initiatives. For example, the tasks of curricular revision and implementation will fall to the standing educational program committees and curricular change task forces already in place. The existing Associate Deans and Directors will assume ultimate responsibility for the achievement of strategic planning initiatives within their designated areas (e.g. the Associate Dean for Graduate Studies and Research will lead the initiatives under Research and Innovation).

Progress will be managed and tracked through a master work plan document that provides detail, direction and checkpoints for reporting. The strategic plan will be reviewed for progress toward our goals at least twice annually, and the work plan updated regularly.

The purpose of this document is to outline and highlight the high level goals that the college intends to address over the next one to five years. Detailed action plans and metrics for success exist in master work plan document.

## Strategic Planning Themes 4/13/15

University Core Goal	Dean's Themes and Objectives	College Implementation Initiatives	Proposed Metrics
<b>Teaching and Learning</b>	1. <i>Develop and implement 13 (Inquire Innovate Involve) curricula</i>	<b>Design</b> 1.1 Develop contemporary curricula for undergraduate (BSPS), professional (PharmD), and graduate programs (MS/PhD) that distinguishes our graduates in the healthcare marketplace 1.2 Develop student experiences that include enhanced laboratory and research involvement, and research internships for undergraduates 1.3 Develop a plan to formalize and enhance co-curricular activities <b>Delivery</b> 1.4 Apply best practices in teaching and structure curricula to achieve optimal student learning outcomes <b>Assessment</b> 1.5 Implement assessment and quality improvement processes to analyze and improve student learning outcomes across all programs	1.1 Employment and post-graduation plans 1.2 Enrollment in undergraduate research course PHR 4198 1.3 Plan in place to meet ACPE standards by fall 2016 1.4 NAPLEX licensure exam as baseline then key outcomes of student learning will be tracked for each program 1.5 Evidence (descriptions) of data driven curricular changes
	2. <i>Attract/recruit high ability engaged students</i>	2.1. Implement a robust recruitment plan including attracting a diverse student body 2.2 Enhance student services that support student achievement and lead to successful educational outcomes	2.1 Tracking of enrollment of student diversity statistics 2.2 Maintain high student satisfaction survey scores

<b>University Core Goal</b>	<b>Dean's Themes and Objectives</b>	<b>College Implementation Initiatives</b>	<b>Proposed Metrics</b>
<b>Research and Innovation</b>	<i>3. Develop innovative and sustainable practices</i>	3.1 Conduct and disseminate research to foster sustainable pharmacy practice models 3.2 Strengthen alignment and consistency of mission between College of pharmacy and OSUWMC Department of Pharmacy	3.1 Numbers of publications and grants for clinical faculty 3.2 Number of shared positions and number of shared programs
	<i>4. Enhance cutting edge research groups</i>	4.1 Determine level of growth for key components to support the drug discovery and development (D3) research program 4.2 Implement a mechanism for faculty to share research and pharmacy practice activities across divisions that leads to greater awareness of each other's efforts 4.3 Foster and support faculty participation in centers and collaborations across campus	4.1 Implementation plan for D3 research program developed by fall 2015 4.2 Numbers of grants and publications with multiple divisions represented 4.2 Percentage of faculty involved in internal (college-level) collaborations 4.3 Percentage of faculty involved in university centers and cross campus collaborations
<b>Outreach and Engagement</b>	<i>5. Develop key domestic and international partnerships that further research and outreach missions</i>	5.1 Actively support commercialization of research endeavors 5.2 Connect students, staff, and faculty to O&E endeavors 5.3 Enhance public education that leads to better health outcomes 5.4 Increase inter-institutional professional and research education 5.5 Provide opportunities for students, staff and faculty to engage in the global community	5.1 Number of licensing and co-development agreements for IP 5.1 Numbers of invention disclosures and patent applications 5.2 Number of participants in O&E endeavors 5.3 Number of programs offered 5.4 Number of trainees educated 5.5 Number of students and faculty engaged in global activities

<b>University Core Goal</b>	<b>Dean's Themes and Objectives</b>	<b>College Implementation Initiatives</b>	<b>Proposed Metrics</b>
<b>Outreach and Engagement</b>	6. <i>Coordinate efforts for practice change</i>	6.1 Advocate for the provision of pharmacist-led care across Ohio and globally 6.2 Actively contribute to the national movement to obtain provider status for pharmacists 6.3 Develop and deliver Continuing Professional Development (CPD)	6.1 Number of faculty/staff and student practice innovations shared via presentations, publications or awards. 6.2 Number of advocacy efforts by faculty/staff and student toward goal 6.3 Business plan developed and number of programs offered and trainees reached
<b>Resource Stewardship</b>	7. <i>Retain and reward faculty and staff based on achievement of our strategic goals</i>	7.1 Formalize & expand faculty & staff development programs 7.2 Create mechanisms to recognize faculty innovations 7.3 Develop faculty workload policy; align needs & expectations	7.1 Number of faculty and staff who engaged in development activities 7.2 Process outlined and implemented 7.3 Policy developed and implemented
	8. <i>Support achievement of college mission &amp; vision by optimizing the organizational structure</i>	8.1 Recruit new faculty/staff that enhance strengths and contribute to stronger team science in the support of the drug discovery and development (D3) mission 8.2 Create unified college-level, faculty & staff recruitment plan	8.1 Plan created and implemented  8.2 Plan created and implemented
	9. <i>Create an inspiring physical plant</i>	9.1 Implement/write a college-wide space utilization, enhancement, and growth plan	9.1 Number of projects completed and underway and FOD building score
	10. <i>Establish the reputation of the College as a leader in education, research, outreach and engagement, and patient care</i>	10.1 Implement internal and external communication plans	10.1 Percentage of faculty receiving substantive recognitions

## Teaching and Learning

### Strategic Focus Area 1: Develop and implement I3 (Inquire Innovate Involve) curricula

#### **Design**

- 1.1 *Develop contemporary curricula for undergraduate (BSPS), professional (PharmD), and graduate programs (MS/PhD) that distinguishes our graduates in the healthcare marketplace*
- 1.2 *Develop student experiences that include enhanced laboratory and research involvement, and research internships for undergraduates*
- 1.3 *Develop a plan to formalize and enhance co-curricular activities*

#### **Delivery**

- 1.4 *Apply best practices in teaching and structure curricula to achieve optimal student learning outcomes*

#### **Assessment**

- 1.5 *Implement assessment and quality improvement processes to analyze and improve student learning outcomes across all programs*

The College of Pharmacy values students and seeks to offer exceptional learning experiences across all of our programs. As part of the College of Pharmacy's ongoing commitment to an incomparable 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. Our undergraduate revision will reflect expanded course offerings to attract students from across campus to take pharmacy-based electives and general education classes. 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. 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.

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.

Also imperative for the success of these new curricula is a comprehensive program-level evaluation and assessment plan that emphasizes documentation of success and continuous quality improvement across all of our programs.

## **Strategic Focus Area 2: Attract/recruit high-ability engaged students**

- 2.1. Implement a robust recruitment plan including attracting a diverse student body*
- 2.2 Enhance student services that support student achievement and lead to successful educational outcomes*

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, and produce 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, and implement support services for mental health for our students.

## **Research and Innovation**

### **Strategic Focus Area 3. Develop innovative and sustainable practices**

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

We are committed to developing, validating, and disseminating the best, evidence-based 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. Harnessing the collective talents of the faculty and staff at both the College and the Ohio State University Wexner Medical Center will enable the best use of human and fiscal resources that not only benefits the patients, but also provides rich learning environments for our students and trainees. We will continuously reevaluate our work in this area in order to secure long-term success.

### **Strategic Focus Area 4. Develop cutting edge research groups**

- 4.1 Determine level of growth for key components of the drug discovery and development (D3) research spectrum*
- 4.2 Implement a mechanism for faculty to share research and pharmacy practice activities across divisions that leads to greater awareness of each other's efforts*
- 4.3 Foster and support faculty participation in centers and collaborations across campus*

The College of Pharmacy is uniquely positioned to facilitate activities that are aligned with priorities of other academic units, centers, and institutes across campus in order to effectively and efficiently accelerate and advance drug discovery and development (D3). Environmental scans suggest current priority areas and gaps in capacity and capability; we will systematically assess and prioritize current and emerging needs. These needs will guide the faculty hiring and

developing practices. Our facilitation and sharing of collaborative work will occur within and outside of the College to create greater collaborative synergies and successes.

### **Strategic Focus Area 5\* . Develop key domestic and international partnerships that further research and outreach missions**

- 5.1 Actively support commercialization of research endeavors*
- 5.2: Connect students, staff, and faculty to O&E endeavors*
- 5.3 Enhance public education that leads to better health outcomes*
- 5.4 Increase inter-institutional professional and research education*
- 5.5 Provide opportunities for students, staff and faculty to engage in the global community*

Enhanced infrastructure and interactions with other colleges, institutes, business centers, and offices will support the commercialization of new and enhanced drug discovery and development (D3) products. Likewise, our connections with community and practice partners, faculty and students will be expanded and nurtured through a more formalized, coordinated and inclusive outreach and engagement effort. We will become a pioneer for public education aimed towards improved medication use and the health and well-being of all. And we will share our talents with trainees from other institutions via educational exchanges. 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.

## **Outreach & Engagement**

### **Strategic Focus Area 6. Coordinate efforts for practice change**

- 6.1 Advocate for the provision of pharmacist-led care across Ohio and globally*
- 6.2 Actively contribute to the national movement to obtain provider status for pharmacists*
- 6.3 Develop and deliver Continuing Professional Development (CPD)*

As we seek to advance the pharmacy profession across Ohio and around the globe, we will establish ourselves as a vital portal and a preferred, state-of-the-art resource for the delivery of professional education and practice. Advancing the profession will in turn advance health locally and globally. We will incorporate cutting edge technology and capitalize on existing and new strategic partnerships to inspire change. The College of Pharmacy will become an advocate for pharmacist-led care and provider status for pharmacists, seeking to promote our integral role on the broader healthcare team and positively influencing patient outcomes.

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\* Strategic Focus Area 5 also support Outreach and Engagement



## Resource Stewardship

### **Strategic Focus Area 7: Retain and reward faculty and staff based on achievement of our strategic goals**

- 7.1 Formalize & expand faculty & staff development programs*
- 7.2 Create mechanisms to support faculty innovations*
- 7.3 Develop faculty workload policy; align needs & expectations*

The College of Pharmacy will become a leader among peers in the ways that we develop and nurture our faculty and staff. 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 and physical resources. We propose to implement processes and programming that are complementary to those available at the university level but are specifically designed for the College community and aimed at enhancing success in obtaining grants and high impact publications. We will mentor our faculty and staff and support their development as mentors to our students as well as encouraging faculty to use sabbaticals as a means of continuous professional development. 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. Our performance evaluation processes will include regular coaching and feedback so that we identify our areas of strength and continuously improve. In order to successfully implement our ambitious strategic initiatives, we will provide support for faculty and staff that includes not only resources, but also formal recognition through reward structures that value all areas of our College mission. A new faculty workload model will be developed to align needs and expectations and increase employee satisfaction.

### **Strategic Focus Area 8: Support achievement of college mission & vision by optimizing the organizational structure**

- 8.1 Recruit new faculty/staff that enhance strengths and contribute to stronger team science in the support of the drug discovery and development (D3) mission*
- 8.2 Create unified college-level, faculty & staff recruitment plan*

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. We will revise our organizational structure to reflect the changing landscape of pharmacy education, research, and clinical practice and support the achievement of our revised mission, vision and strategic initiatives.

## **Strategic Focus Area 9: Create an inspiring physical plant**

### *9.1 Implement/write a college-wide space utilization, enhancement, and growth plan*

We recognize that our physical facilities impact every aspect of our mission and will influence the degree to which we are successful in our other Focus Areas. Presently, the College of Pharmacy is organized into four separate academic divisions spread mostly across two buildings. We 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. Once this plan is complete, expedient implementation will occur. 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.

## **Strategic Focus Area 10: Establish the reputation of the College as a leader in education, research, outreach and engagement, and patient care**

### 10.1 Implement internal and external communication plans

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 – digital and otherwise - 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 establish our reputation as a top college of pharmacy. 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.