

University of Arizona Strategic Goals (UASG) - 2011-2016

1. Expanding access and enhancing educational excellence
2. Increasing achievement in research, scholarship, and graduate education
3. Expanding community engagement and workforce impact
4. Improving productivity and increasing efficiency

College of Pharmacy Strategic Goals - 2010-2015

1. **Enhancing Educational Excellence: Demonstrate student success, including advancing diversity and committing to embedding the outcomes of student assessment into continual improvement of programmatic activities.**

1.1 Demonstrate student/graduate success (UASG 1,2,4)

Objective 1.1.1: Track and report metrics that indicate the college is attracting high quality PharmD and graduate students. Accountable: Director of Pharm.D. Admissions; Associate Dean for Research and Graduate Affairs. Resources: No additional resources necessary.

Objective 1.1.2: By 2015, a minimum of 40% of our PharmD graduates who will be involved in direct patient care practices will apply for residencies. Each year thereafter an additional 5% will apply for residencies. Accountable: Pharmacy Practice and Science (PPS) Faculty. Resources: No additional resources necessary.

Objective 1.1.3: By 2015, at least 5% of our PharmD graduates will pursue a graduate degree. A plan will be developed to systematically introduce students to the values of graduate education. Accountable: Pharm Tox and PPS Graduate Faculty with Associate Dean for Research and Graduate Programs. Resources: No additional resources.

Objective 1.1.4: By 2015, greater than 95% of PhD graduates will be involved full-time in academic, governmental or pharmaceutical research and development. Accountable: Pharm Tox and PPS Graduate Faculty with Associate Dean for Research and Graduate Programs. Resources: Need a tracking mechanism

Objective 1.1.5: By 2011, we will establish a support plan to increase the number of students in local, regional and national professional and scientific organization leadership positions and will develop an appropriate tracking mechanism. Accountable: Associate Deans. Resources: Additional funds to support travel?

1.2 Advancing and embracing diversity in our students (UASG 1,3)

Objective 1.2.1: By fall of 2011, a plan for developing skills for all professional students related to communication with diverse populations (e.g., foreign languages, culture and beliefs, visual or hearing impaired, and mental impairments) will be in place, including didactic and experiential learning opportunities. Accountable: Curriculum Committee and IPPE/APPE coordinators. Resources: Additional coursework, including laboratory practicum sessions and experiential opportunities needs to be available.

Objective 1.2.2: By fall of 2014, a majority of all fourth year students will have participated in an IPPE or APPE in a rural or underserved setting. Accountable: IPPE/APPE coordinators. Resources: May need to support travel to sites?

Objective 1.2.3: By fall of 2014, the professional student body will represent the ethnicity of the population of Arizona (+/- 20% of

categories). Accountable: Admissions Committee; Recruitment Committee (to be developed). Resources: Additional funds need to be committed to recruiting high quality applicants with diverse backgrounds.

Objective 1.2.4: By spring of 2015, at least 20% of the fourth year graduating class will have participated in a student exchange event (including hosting a student) or undertaken a clerkship in a foreign country, or attended an IPSF Congress to advance understanding of pharmacy practice around the world. Accountable: Director of International Affairs; IPPE/APPE coordinators; APhA-ASP IPSF chapter. Resources: No additional resources necessary.

1.3 Use student assessment outcomes to improve our programs (UASG 1,2,3,4)

Objective 1.3.1: By June 2011, any course in which the course evaluation (Assessment Question: "What is your overall rating of the quality of this course?") or instructor evaluation (Assessment Question: "What is your overall rating of this instructor's teaching effectiveness?") scored less than 3.3 on a 5 point scale will be evaluated to determine if an improvement plan is necessary. Department heads will take into account special circumstances that may have impacted the ratings in a given year. Accountable: Department Heads; Evaluation and Special Study Committee. Resources: Can use University resources for development. No additional resources necessary.

Objective 1.3.2: By December 2010, 100% of all portfolio assessments will include a monitoring mechanism to identify curricular deficiencies and clear methods to encourage change. Accountable: Evaluation and Special Study Committee; Department Heads. Resources: No additional resources necessary – part of committee's charge.

Objective 1.3.3: By June 2011 and thereafter, items on the survey of "satisfaction with the education received" administered by AACP to fourth year PharmD candidates, are rated agree or strongly agree for either 1) > 90% of our respondents or 2) are higher than our peer institutions for items that tend to be rated lower by all graduates across the country. Accountable: Evaluation and Special Study Committee for tracking and reporting; faculty and staff for implementing changes if necessary. Resources: No additional resources are needed unless the ratings fall below this point. If so, additional time will be required to examine causes and determine remedies.

Objective 1.3.4: By January 2012, develop a plan for comprehensive assessment (e.g. patient-simulation exercise) that students must pass prior to entering advanced pharmacy practice experiences. Accountable: Faculty. Resources: This might be faculty-intensive depending on the type of assessment developed and the remediation that could be required for students that did not pass.

2. Advance faculty success: Increase achievements in teaching, research and scholarship (UASG 1,2,3,4)

2.1 Faculty are successful

Objective 2.1.1: By 2012, and thereafter, we will strive to achieve success for all faculty in promotion and tenure. Accountable: Individual affected faculty members; Annual Review Committees; P&T Committees; Department Heads; Senior Faculty Members; Faculty Mentors. Resources: Use University resources for mentoring and development. Ensure mentoring plans of departments are effective. No additional resources necessary.

Objective 2.1.2: By 2012, and thereafter, we will strive to achieve faculty success that results in faculty progressing from associate to full professor in a timely manner. Accountable: Individual affected faculty members; Department Heads; Senior Faculty Members; Resources: No additional resources necessary.

Objective 2.1.3: By 2012 and thereafter 80% of faculty will have student evaluation of teaching scores for required PharmD courses of \geq 4.0 on the item "What is your overall rating of this instructor's teaching effectiveness?" Accountable: Department Heads; Individual Faculty; Associate Dean for Academic and Professional Affairs. Resources: No additional resources necessary. Use university teaching resources to aid faculty.
Objective 2.1.4: By 2014 and thereafter >80% of paid clinical faculty will be board certified when a specialty certification is available in their area of practice and research. Accountable: PPS Department Head and Individual Clinical Faculty. Resources: Funds to support application and maintenance?
Objective 2.1.5: By 2014, licenses for new products and devices exceed those of benchmark institutions and contribute to economic development. Accountable: Individual Faculty with support from Associate Dean for Research and Graduate Affairs and Department Heads
2.2 Extramural funding increases threefold in 10 years from 2010 baseline (UASG 2,3,4)
Objective 2.2.1: By 2014, 100% of our faculty members will have annual funding appropriate to their respective job descriptions and research percent effort. Accountable: Department Heads; Individual Faculty. Resources: Grant support at department level.
Objective 2.2.2: By 2013, on average faculty funding will begin to increase by 10%/year (2012 as baseline). Accountable: Department Heads; Associate Dean for Research and Graduate Affairs; Individual Faculty. Resources: Expand departmental and university support.
2.3 National recognition of faculty increased
Objective 2.3.1: Beginning 2013, at least two of our faculty will be nominated for a national award annually. Accountable: Nominations committee (to be developed). Resources: Create and charge new committee. Faculty time to develop nominations.
Objective 2.3.2: By 2013, at least two faculty will hold state or national elected office per year. Accountable: Individual Faculty with support from Department Heads and Dean. Resources: No additional resources necessary other than support of department heads and recognition of importance for annual reviews and promotion/tenure.
Objective 2.3.3: By 2013, achieve targeted numbers of study section members, named lectureships, editorial boards, national and international meeting presentations, visiting professorships/scholarships. Accountable: Develop the target numbers and then Department Heads and Individual Faculty are accountable. Resources: Faculty must develop travel funds or seek department/college support when funding not provided by agency.
Objective 2.3.4: By 2013, \geq 50% of faculty will hold an appointment to a state, national, or international scientific or professional committee. Accountable: Individual Faculty and Department Heads. Resources: Possible additional travel funds. Faculty time.
2.4 Diversity of faculty
Objective 2.4.1: By 2012, establish and implement specific long-term strategies to achieve the goal of having our faculty more closely reflect the diversity profile (i.e. race, ethnicity and gender) of the US population. Accountable: Search committees; Department Heads; Dean

3. Increase philanthropic support for the college: expanding access and creating opportunity (UASG 1,2)

Objective 3.1: By 2010, identify the top 25 prospects with capacity to give at the \$1M and above level. Accountable: Assistant Dean for Advancement and External Relations; Dean. Resources: No specific additional resources needed.

Objective 3.2: By 2010, design a plan to raise \$50M in endowment in six years (2015-2016) including compelling case statements for endowed chairs, professorships, fellowships, scholarships, naming opportunities including laboratories and centers. Accountable: Assistant Dean for Advancement and External Relations; Dean. Resources: No specific additional resources needed.

Objective 3.3: By 2015, build alumni giving from current 600+ participant level to 1,500 of our alumni. Accountable: Assistant Dean for Advancement and External Relations. Resources: No specific resources needed.

Objective 3.4: By 2015, expand the percentage of alumni and other pharmacists donating teaching and mentoring time to the college by 25% using 2010 as baseline. Accountable: Directors of APPE and IPPE; Individual Faculty. Resources: No specific resources needed.

Objective 3.5: By 2015, double the funds (using 2010 as a benchmark) available for student scholarships. Accountable: Assistant Dean for Advancement and External Relations. Resources: No specific resources needed.

4. Extend community engagement and workforce impact (UASG 3)

Objective 4.1: Annually monitor the pharmacy workforce needs of Arizona and the surrounding states using the pharmacy manpower study. Adjust entering class size if determined necessary and is feasible. Accountable: Senior Management Team

Objective 4.2: By academic year 2010-2011, >50% of students will participate at least once annually in service-related volunteer activities in the community. Accountable: IPPE coordinators; Student professional organizations and Student Council. Resources: No specific resources needed. Primarily a tracking function along with enhancing motivation.

Objective 4.3: By 2012, develop a plan for establishing additional partnerships, collaborations and strategic alliances in the community to advance our mission. Accountable: Department Heads; Experiential coordinator; Deans; Individual Faculty. Resources: No specific additional resources needed.

Objective 4.4: By January 2012, create a place for COP members to provide direct patient care for community members. Accountable: Associate Dean Schneider. Resources: This will require considerable resources to develop. Partnerships possible.

Objective 4.5: By July 2011, complete a business plan to determine feasibility of developing a COP-run business that would serve as an "innovation incubator" for new sustainable pharmacy practice business models. Accountable: Associate Dean Schneider. Resources: Associate Dean Schneider's time.

Objective 4.6: By August 2010, create a five-year plan to increase community awareness of what pharmacists do and what the college of pharmacy does in the community. Accountable: Ginny Geib; Senior Management Team; Individual Faculty. Resources: No specific additional resources needed.