University of Illinois
College of Pharmacy
Chicago - Rockford

Strategic Plan
2013 – 2018

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AO/EC Approval Date: 8/1/2013
Faculty Review Date: 9/18/2013
Faculty Ratification Date: 9/18/2013
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1) Mission:

Chicago College of Pharmacy, 1859: “To advance the art of Pharmacy and the collateral sciences; To establish on just principles the relations existing between Apothecaries, Druggists, Physicians and the Public; and to improve the members, their assistants and apprentices, by the cultivation and diffusion of scientific knowledge.”

University of Illinois College of Pharmacy, 2013: “The College of Pharmacy produces global pharmacy leaders through its unique contributions and excellence in professional, residency, fellowship and graduate educational programs, research programs, clinical pharmacy practice programs in multiple practice settings, and community engagement in urban and rural environments.”

2) Vision:

The University of Illinois, College of Pharmacy will be a global leader in improving human health and benefiting society through pharmaceutical education, research, service and entrepreneurial activity. We aim to be recognized as the best college of pharmacy in the world.
3) **Values:**

- **Knowledge:** We value knowledge in all its forms - its creation, extension, evolution and sharing - through the basic sciences, clinical sciences and translational research the College promotes the creation, application and dissemination of knowledge to the broadest possible audiences.
  
  *See COP Research plan for detailed information about research programs and objectives.*

- **Excellence:** We value excellence in our educational, research and service endeavors.

- **Collaboration:** We value collaboration with our colleagues in other on-campus departments, colleges/schools, campuses, universities and other organizations, including the private sector.

- **Creativity and Innovation:** We value creativity and innovation in our core endeavors of education, research, the pursuit of science, our service to patients and other clients, in the management of our resources, and in the development of entrepreneurial endeavors that extend our mission.

- **Diversity, Justice and Inclusivity:** We value diversity, justice and inclusivity in all aspects of College operations and in collegial interactions. These values infuse and underpin all College endeavors and experiences among our students, faculty and staff to ensure a College climate that promotes the well-being and success of all.

  *Note: see COP Diversity Plan for detailed information about diversity objectives.*

- **Integrity and Honesty:** We value, exemplify and model integrity and honesty to: our students, patients, alumni, each other, the scientific and clinical community at large and to the various publics with whom we interact in accordance with ethical principles of conduct, the policies of the University and applicable laws.

- **Caring and Compassion:** We value and actively express caring and compassion toward our students, patients, alumni, faculty and staff in a way that is sensitive to individuals of diverse cultures and lifestyles.

- **Leadership:** We value and support the active engagement of our faculty, students and staff in professional leadership roles which promote the mission of the College.

4) **Critical Success Factors:**

- The College must: Recruit, mentor and retain productive faculty – insuring successful and productive professional advancement within the clinical, research and tenure tracks.

- The College must: Recruit premier PharmD and graduate students and ensure successful, cost-effective and timely progress toward degree completion.
The College must: Recruit top post-graduate degree clinicians and scientists into residency and post-doctoral positions.

The College must: Attract, develop and reward productive, engaged academic professional and civil service staff in support of its mission.

The College must: Continuously develop the skill sets of affiliated faculty and preceptors.

The College must: Evaluate its current faculty and teaching models in response to educational needs locally, nationally and internationally.

The College must: Advance the level of basic and applied scientific research in the key and emerging areas of pharmaceutical sciences in order to become one of the world leaders in scientific innovation.

The College must: Expand mutually beneficial research partnerships with industry.

The College must: Diversify its revenue streams to offset shrinking state funding and the current downturn in national research support.

The College must: Renovate its existing physical plant and continue its efforts to secure funding for a research addition.

5) Strategic Objectives:

A. Students

A.1. Doctor of Pharmacy (PharmD) Students

A.1.a) Promote student mentoring and career development by creating an Office of Professional Development - headed by a new Associate Dean

A.1.b) Develop a new pool of scholarship dollars to selectively recruit exceptional PharmD students

A.1.c) Expand recruiting efforts for exceptional PharmD and RPHARM students at Chicago and Rockford

A.1.d) Create a program parallel to RPHARM for Chicago students who want to practice in urban under-served locales
A.1.e) Increase PharmD student enrollment in joint degree programs: PharmD, MS (translational sciences and informational sciences), MBA, MPH and PhD

A.1.f) Develop a joint PharmD/PA program in Rockford

A.1.g) Approve a revised PharmD curriculum by fall 2014

A.1.h) Increase the number of online PharmD courses (e.g. electives)

A.1.i) Take a leadership role in campus interprofessional educational activities

A.1.j) Implement a comprehensive preceptor development program

A.2. Graduate Students: Masters (MS) and Doctor of Philosophy (PhD)

A.2.a) Recruit top graduate students from institutions in Illinois and nationally

A.2.b) Develop an appropriately-sized graduate student presence at Rockford

A.2.c) Develop & implement a TA/RA policy that rationalizes teaching and research responsibilities/positions with the revised PharmD curriculum

A.2.d) Develop shared graduate education core courses across departments (e.g. statistics)

B. Faculty

B.1. Implement the faculty-related objectives within the COP Diversity Plan

B.2. Implement a faculty Teaching and Assessment Skills Center (TASC) to foster faculty teaching and assessment skills

B.3. Provide protected time for clinical-track faculty to pursue scholarly and research activities; reward innovation and excellence in clinical practice

B.4. At the departmental level, reconsider the development of standardized faculty teaching loads that balance service and research

B.5. Create a new faculty teaching award for instructional innovation

C. Research

C.1. Continuously evaluate current research themes and strategically assess areas of opportunistic expansion
C.2. Develop in-house (or use external) review services to provide prospective feedback on extramural grant proposals

C.3. Develop shared statistics/bioinformatics research resources

C.4. Access multiple resources to provide strategic bridge funding

C.5. Improve support for grants management; continue to investigate shared service models

C.6. Develop mechanisms to enhance the ability of faculty to compete for external funding: grant review, grant writing and proactive alerts for new grant opportunities

D. Facilities

D.1. Improve building infrastructure systems through capital improvements

D.2. Develop a phased replacement plan for distance education technology
D.3. Plan future renovations in north and south wings

D.4. Pursue state funding of the Pharmaceutical Research Pavilion

E. Global Partnerships

E.1. Develop educational partnerships with appropriate international colleges of pharmacy that leverage our investment in distance education technology

E.2. Create international exchanges for PharmD and graduate students and faculty; develop international elective clerkships for PharmD students

F. Marketing and Advancement

F.1. Improve College brand identity through printed, electronic/web and social media

F.2. Improve the College standing in publicly available ranking systems

F.3. Achieve advancement fund-raising goals: e.g. a named compounding lab and additional endowed chairs

F.4. Expand alumni involvement with and financial support of the PharmD residency/fellowship program

F.5. Expand alumni relations with graduates of our PhD and MS programs

G. Practice of Pharmacy

G.1. Identify faculty candidates to nominate for leadership roles in state-wide professional organizations and to serve on State advisory panels

G.2. Expand direct clinical and consulting services to the State where appropriate

G.3. Expand innovative patient care services (e.g. pharmacogenomics)

H. Operational Efficiency

H.1. Forecast and manage College cash flows against uncertain state allocations

H.2. Recruit and retain exceptional staff
Appendix 1
Environmental issues that frame the UIC COP Strategic Planning effort

a) **Mission and Vision**: There has been an explosion of new COPs in Illinois and regionally. Our Mission should highlight our regional/national uniqueness and be quantifiable/measurable.

b) **Branding/Ranking**: The College needs to clarify its name and strengthen its brand identity within: the University, the region and the nation. The College’s rankings have suffered somewhat due to this confusion and lack of marketing.

c) **PharmD Education**: The current curriculum is dated. New delivery methods – particularly online courses – should be explored and developed. Learning objectives and assessment should be developed for all coursework. There are no metrics for the distribution of teaching load by department nor are there standard expectations for faculty teaching responsibilities.

d) **Diversity**: Current faculty ethnic/cultural diversity lags behind levels of student diversity.

e) **Graduate Education**: The College has no clear path for training translational scientists. Investment in graduate student recruitment (particularly domestic students) is minimal. The level and visibility of clinical research fellowship training may have declined (as it has nationally), but may provide a unique opportunity for our COP to provide those individuals for the nation.

f) **Global Impact**: Through our many international affiliations, opportunities exist to develop global clinical pharmacy programs. However, there is a tension between the demands for clinical education of our own PharmD students and requests to train international students.

g) **Research**: Strong NIH funding levels may be at risk going forward. The College has identified research priorities and has developed research capabilities to distinguish itself within and outside of the University. Existing programs are restrained due to a lack of adequate physical space and shared resources.

h) **Profession of Pharmacy**: The College should be the leading voice and advocate for pharmacy practice and policy in the state. Faculty are visible at a national level, but less so at a state level. Clinical faculty members need an environment that encourages: practice innovation, scholarship and service to the profession.

i) **Faculty Quality of Life**: The College has a low faculty turnover rate and has been successful at recruiting successful new faculty members. While the College wishes to recruit and retain the best faculty members possible, issues of faculty life should be continually reassessed.

j) **Student Support and Quality of Life**: The College must balance tuition increases, levels of State support and the condition of the economy. Given the proliferation of regional colleges, and the tightening of regional job markets, UIC must develop and enhance career training and placement services. The College does not have a robust student recruitment program.

k) **U of I Medical Center**: The College is heavily reliant on the U of I Medical Center as a skill development site for its students and as a source of funding for its clinical faculty. The fiscal health of the Medical Center remains in continued jeopardy.

l) **Business Operations**: The College needs to balance State budget cuts with growing regulatory requirements and dependence upon tuition revenue. Going forward, large jumps in PharmD student tuition are no longer realistic. The College must be as administratively efficient as possible.