University of Minnesota College of Pharmacy  
2011-2016 Strategic Plan

Our Mission: The College of Pharmacy inspires and educates current and future pharmacists and scientists, engages in cutting-edge research and leads practice development to improve the health of the people of Minnesota and the world.

Our Vision: The College of Pharmacy will be a world leader in outstanding pharmacy education and research and in the improvement of health by:

- Providing a dynamic educational experience to a high-achieving, high-potential, diverse student body, thus preparing them to become leaders in patient-centered, interprofessional care.
- Leading innovative research in pharmaceutical sciences and practice while embracing the value of interdisciplinary work.
- Establishing relationships with patients, decision makers and practitioners to meet changing needs, model patient-centered care and shape the evolving health care system.
- Preparing graduate students, residents and post-doctoral fellows to become the next generation of scientists, advanced practitioners and educators.
- Attracting and retaining outstanding and diverse faculty and staff.
- Delivering effective online, blended, and face-to-face learning experiences that apply technology and innovative pedagogical strategies for both internal and external audiences.

Our Values:

Approved as a draft by the College Assembly 8/14/09

- innovation and excellence in research, practice and education
- engagement with our communities in Minnesota and throughout the world
- students as key stakeholders in all we do
- a focus on patient-centered care
- a strong partnership with the profession for the advancement of pharmacy practice
- an interprofessional approach to create change in our healthcare systems to benefit patients
- strong science and cutting edge graduate education
- responsible stewardship of resources
- leadership and collaboration in all of our work
- an orientation to the future
- respect toward all individuals
One College, Two Campuses:

Although we are on two campuses across Minnesota, we seek to be one unified college focused on our collegiate mission to deliver extraordinary performance. The value of our dual campus directly relates to the differences that we each bring to create our college as a “colorful mosaic”. This diversity broadens our scope so we can approach solutions more creatively to innovate in ways that better serves Minnesotans and our communities.

Building an effective, cohesive team is challenging due to the many personalities involved. It begins by creating a foundation of trust in which each student, staff, faculty, and administrator is open to learning about one another so genuine relationships are cultivated. Respect in differences of perspectives, values, and approaches allows for trust to mature. It requires self-awareness to determine how what one does and says impacts others. This awareness creates a “way of being” or culture in which individuals can engage in passionate debate around ideas without fear of conflict or repercussions. Good communication leads to shared commitment, around which a sense of accountability to the collective members and important collegiate goals can be developed. When individuals across our two campuses collaborate to accomplish our collective goals, it will lead to extraordinary results and a sense of pride.
**Practice**

**Goal:** Partner with the profession of pharmacy in making a patient-centered pharmacy practice the standard of care and a vital part of the health care delivery system.

- **Sub goal 1:** Develop and disseminate sustainable and cost effective pharmacy practice models.
- **Sub goal 2:** Inspire and prepare students, faculty and pharmacists to be leaders in developing patient-centered pharmacy practices.
- **Sub goal 3:** Work with other health professions and health-related entities to develop innovative team-delivered health care.
- **Sub goal 4:** Shape policy and influence markets so that the value of pharmacists is realized.
- **Sub goal 5:** Strengthen the connection between practice and our teaching and research.
- **Sub goal 6:** Recruit, mentor and retain a diverse faculty to build a cadre of acclaimed practitioners, and provide an environment that supports their success.
- **Sub goal 7:** Increase the availability of advanced trained pharmacists through strategic use of residency education.
- **Sub goal 8:** Monitor changes in pharmacist-workforce demands and projections, and make necessary adjustments in admission numbers.

**Community Engagement**

**Goal:** Foster a culture of community engagement and facilitate partnerships.

- **Sub goal 1:** Support and nurture student, faculty and staff participation in interprofessional community service activities to underserved populations.
- **Sub goal 2:** Provide educational opportunities for alumni, preceptors and Minnesota pharmacists to enhance their capacities to lead the advancement of pharmacy practice.
- **Sub goal 3:** Develop and facilitate community-engaged research opportunities that will be of mutual benefit to the College and to external constituencies.
**Curriculum**

**Goal:** Foster student success through an integrated curriculum that is reflective of and responsive to the contemporary and anticipated roles of the generalist pharmacy practitioner, embraces recognized evidence-based practices in teaching and learning, and is proactive in its evolution to continuously reflect the medication use needs of patients and a global society.

Sub goal 1: Strengthen student reflection skills required to support a life-long commitment to continuous professional development.

Sub goal 2: Expand student learning activities to facilitate awareness of the roles and skills of other health professions while establishing a well-developed understanding of the unique contributions of pharmacists to a patient-centered team.

Sub goal 3: Encourage students to explore non-traditional roles of pharmacists and/or specialty interests.

Sub goal 4: Enhance student learning opportunities across the continuum of classroom, simulation, and experiential settings to bridge clinical practice with basic sciences as well as the social and behavioral aspects of health care.

Sub goal 5: Prepare students with a global perspective of health that includes cultural competency, health disparities, and a comparison of US and global health care systems.

Sub goal 6: Prepare graduates to assume responsibility for leading change in pharmacy and health care that encourages and supports effective, safe, and efficient medication use and positive health outcomes.

Sub goal 7: Deliver a high quality cohesive curriculum that ensures a united educational vision across both campuses.
Teaching

Goal: Cultivate a teaching and learning environment to prepare students for all aspects of the profession; to nurture a passion for pharmacy and a compassion for patients.

Sub goal 1: Create an innovative, collegiate level faculty development plan for teaching which utilizes effective peer review.

Sub goal 2: Reward innovation and excellence in teaching, recognizing the scope of audiences served and the diversity of teaching roles.

Sub goal 3: Continue our leadership in dual campus and distance education which incorporates and embraces emerging technologies.

Sub goal 4: Build partnerships to advance learning with other faculty at the University of Minnesota, with other health professionals, and with other schools and colleges of pharmacy.

Sub goal 5: Provide superior practical experiences for students by strengthening the experiential program infrastructure and preceptor development programs.

Sub goal 6: Promote faculty engagement, balanced with administrative support, to effectively and efficiently assess performance of students, faculty and the curriculum.

Sub goal 7: Recruit, mentor and retain a diverse faculty to build a cadre of acclaimed teachers and educators.
Research

Goal: Be the academic home of pre-eminent, internationally-recognized pharmacy research programs.

Sub goal 1: Recruit, mentor and retain a diverse faculty to build a cadre of acclaimed researchers in strategically aligned growth areas across the breadth of disciplines.

Sub goal 2: Build and sustain a state-of-the-art infrastructure to support research on each College of Pharmacy campus.

Sub goal 3: Create and lead interdisciplinary research initiatives that encompass national and international collaborations.

Sub goal 4: Foster a culture where faculty are committed to set challenging research goals for increasing the innovation and impact of their research, securing grants, and increasing salary offset.

Sub goal 5: Expand communication of research findings to inform and impact the scientific community, health providers, the general public, and policy makers.

Sub goal 6: Position the college to be in the top 10 of all schools and colleges of pharmacy in total extramural funding and increase the ranking of grant dollars generated per tenure-track faculty member to be in the top 20.

Sub Goal 7: Increase the intellectual property output of the college leading to commercialization of discoveries and economic development.

Sub goal 8: Expands opportunities for professional students as well as other students and trainees to engage in research activities.

Sub goal 9: Secure external funding from multiple sources and agencies to build vital, sustainable research teams and research programs.
**Graduate Education**

**Goal:** Strengthen the graduate programs to prepare students as researchers, educators and for other dynamic roles in the health sciences.

- **Sub goal 1:** Create the collegiate infrastructure necessary to support outstanding graduate education in the pharmaceutical sciences.
- **Sub goal 2:** Ensure access and quality across both campuses in terms of programming, coursework, research opportunities, faculty appointments, and funding.
- **Sub goal 3:** Promote a culture of interdisciplinary interaction and shared experiences among students and faculty in all graduate programs.
- **Sub goal 4:** Strengthen financial support of graduate education.

**Financial Resources**

**Goal:** While acknowledging new economic realities, the college will develop and steward financial resources to support and strengthen its missions, and to strategically invest to achieve new levels of leadership.

- **Sub goal 1:** Protect and expand existing revenues including tuition, grants, contracts, external sales, practice, private giving, state support, royalties and other revenues.
- **Sub goal 2:** Implement models which capitalize on entrepreneurial opportunities that lead to new revenue streams.
- **Sub goal 3:** Continue to use collaborative and transparent decision-making regarding the effective and efficient use of resources across all units and campuses.
People

Goal: Create a culture in which faculty and staff are highly engaged and productive in an organization that fosters respect and development and leverages opportunities for shifts in our workforce.

Sub Goal 1: Use assessments to guide programs that create a culture of inclusion across faculty, staff, and students as they interact with one another.

Sub Goal 2: Prepare for and address changes in our workforce that may include increased retirements, a multigenerational workforce, and shifts in collegiate and university leadership.

Sub Goal 3: Provide professional development opportunities for advancement of all employees.

Sub Goal 4: Foster faculty and staff development to ensure that the College has the competencies, knowledge and abilities to successfully execute the strategic plan thus aligning work with mission.

Sub Goal 5: Continue to evaluate and evolve our organization to ensure that it is efficient and effective.

Sub Goal 6: Promote faculty engagement in the curriculum and provide effective and efficient administrative support to balance each faculty member's teaching, research, service and practice.
Space

Goal: Create a plan and obtain approval for a premier physical work environment that effectively uses space to advance our missions, while, at the same time, optimizing our current space and securing additional space as needed to address our evolving needs.

Sub Goal 1: Proactively coordinate the needs of the faculty with the long-range strategic plan of the University to maximize the use and generation of new space and the renovation and repurposing of older facilities.

Sub goal 2: Develop a strategy to take advantage of the interdisciplinary opportunities of the Biomedical Discovery District while minimizing fragmentation of college researchers.

Sub goal 3: Address the need for more space on the Duluth campus.

Sub goal 4: Develop a long-term strategy for the location of ITDD so that it can best serve the needs of the University.

Sub goal 5: Ensure that current and future office space is available and optimized for faculty, staff, graduate students and other trainees to promote effective administration, education, and research.

Sub goal 6: Develop approaches for design of open space to facilitate interactive experiences among staff, faculty and students.

Sub goal 7: Develop strategies for building and sustaining state of the art infrastructure.

Sub goal 8: Secure and renovate educational space to address curricular revision.
Technology

Goal: Create a premier, coordinated technology infrastructure to advance our missions.

Sub goal 1: Provide faculty, staff, and preceptors with development opportunities in designing and using technology-enhancements for didactic, simulated and experiential education.

Sub goal 2: Stimulate research and education in health informatics and its application to pharmacy.

Sub goal 3: Ensure ongoing and rapid technical support for computer technology so that personnel can efficiently meet their teaching, research, practice and service needs.

Sub goal 4: Ensure quality academic technology to facilitate technology enhanced learning.

Communications

Goal: Use effective communication to enhance relationships and build the reputation of the college and the profession of pharmacy.

Sub goal 1: Advance awareness of the pharmaceutical sciences, the pharmacy profession and the pharmacist as a patient care provider.

Sub goal 2: Promote a culture of open, intellectual, and professional dialogue and communication with both internal and external stakeholders.

Sub goal 3: Engage student pharmacists to be collegiate ambassadors whose relationships with the college extend beyond graduation.

Sub goal 4: Create public awareness of the college as an important research and educational enterprise that has significant impact on the advancement of science, the improvement of health care, and the welfare of all Minnesotans.

Sub goal 5: Use communication to develop and enhance relationships with alumni pharmacists, professional organizations and other partners in the community.
**One College, Two Campuses**

**Goal:** Build and maintain high functioning cross-campus teams of faculty, staff and students by capitalizing on the unique strengths and advantages of our two campus model.

Sub goal 1: Foster the development of cross-campus teams which utilize effective communication, establish a culture for the positive management of conflict, stimulate creative thinking, and encourage positive team decision-making.

Sub goal 2: Develop cultures for teamwork for cross-campus teams by setting clear expectations for responsibility and accountability and encouraging shared leadership.

**Global Education and Research**

**Goal:** Prepare faculty, staff, and students to be global citizens and to apply our collegiate expertise to improve global health.

Sub goal 1: Create and engage in international educational opportunities and foster reciprocal learning across cultures for faculty, staff, and students.

Sub goal 2: Thread global health education throughout the professional and graduate programs to prepare our graduates to practice as global citizens.

Sub goal 3: Engage in reciprocal development and in evaluation of innovative pharmacy practice models to improve health systems in the U.S. and abroad.

Sub goal 4: Encourage research that addresses global health needs and collaborative research with global partners.

Sub goal 5: Secure necessary funding and other resources to support international education and global health initiatives.