

Strategic Plan 2017-2022

Department of Pharmaceutical Sciences

VISION

The Department of Pharmaceutical Sciences will be a recognized leader in pharmaceutical sciences by achieving excellence in research, teaching and service through innovation, collaboration and professionalism.

Indicators that we are moving toward our Vision:

- Ranking among the top 20 Pharmaceutical Sciences research and graduate programs in the U.S. based on the number and quality of graduate students and faculty, extramural funding, publications and infrastructure.
- Number and quality of publications in peer-reviewed journals.
- Research, teaching and service awards.
- The number of new collaborative projects advancing our mission.
- Business alliances with biopharmaceutical industries.

MISSION

The mission of the Department of Pharmaceutical Sciences is to educate and train future pharmacists and scientists and to advance pharmaceutical research that improves human health.

We will accomplish this by:

- Improving the quality of teaching and mentoring professional and graduate students.
- Conducting high-quality research in prevention, diagnosis and treatment of diseases and disseminating the results in leading scientific journals and conferences.
- Providing professional service to the College, University, and the scientific community.
- Establishing internal and external partnerships, collaborations and strategic alliances to advance our mission.

Financial, Physical, and Human Resources

Goal #1: Secure sufficient resources to maintain high quality teaching, research, and service.

Strategy	Action Steps		Metric	Responsibility
A. Increase the operations budget for the Department to levels comparable to benchmark	<ol style="list-style-type: none"> 1. Increase operating budgets for Department 2. Increase annual equipment budget for the department 3. Increase travel and professional development budgets for faculty, staff, and students 4. Increase budget for facilities upgrades and renovations 	•	• % Change ((Budget this year - last year budget)/budget last year)	<ul style="list-style-type: none"> • Dean • Chair

departments in pharmaceutical sciences.	5. Increase budget to upgrade technology (computers, IVAN, etc.)			
B. Continuously seek increases in state, federal, and extramural funding sources including individual and corporate donations to support the department and its programs.	<ol style="list-style-type: none"> 1. Establish fund-raising priorities for the Department 2. Renovation of Sudro Hall for research laboratories for five additional faculty and facility for Common used Equipment 3. Expand the Animal Facility 4. Increase state matching dollars directed to the College 5. Increase extramural federal and non-federal grant funding for the department 6. Work with the development to establish a corporate fund-raising strategy 		<ul style="list-style-type: none"> • Complete plans for next University campaign • 1-3% Growth per year 	<ul style="list-style-type: none"> • Dean's Office • Senior Dir. of Development • Department Chair • Department Faculty
C. Ensure sufficient financial resources to recruit and retain high quality faculty.	<ol style="list-style-type: none"> 1. Ensure sufficient resources to support competitive faculty salaries and start-up packages 2. Seek multiple sources to support faculty start-ups (~\$500,000) including University, EPSCoR, Dean's Office, Department, and F&A funds 3. Increase endowed professorships, & fellowships within the Department 4. Recruit additional four research professors 5. Work with dean for securing funding for five tenure-track faculty positions (e.g., Nanomedicine, cancer genetics, microbiome, gene therapy, and cancer immunotherapy), two technicians, five laboratory spaces in Sudro Hall. 6. Ensure sufficient resources to support faculty development and sabbaticals 		<ul style="list-style-type: none"> • Five year average startup package dollar amount • Faculty retention rate • # Endowed Professors • # of tenure-track and research-track faculty hires 	<ul style="list-style-type: none"> • Dean • Senior Dir. of Development • Department Chair

Goal #2: Ensure adequate space for all components of the Department.

Strategy	Action Steps	Metric	Responsibility
A. Plan for the current and future space needs and concerns.	<ol style="list-style-type: none"> 1. Ensure sufficient space in the existing Sudro Hall to support the needs of Department of Pharmaceutical Sciences 2. Renovation of Sudro Hall for research laboratories for five additional faculty and facility for Common used Equipment 3. Expand the Animal Facility 4. Ensure sufficient space to accommodate expansion of pharmaceutical sciences research and graduate program in existing facility 	<ul style="list-style-type: none"> • Complete Sudro Hall Building renovation for pharmaceutical sciences 	<ul style="list-style-type: none"> • Dean's Office • Chair • Senior Dir. of Development

Goal #3: Enhance efficiency, effectiveness, and productivity of our human resources.

Strategy	Action Steps	Metric	Responsibility
A. Ensure faculty and staff workloads are aligned to their position description.	<ol style="list-style-type: none"> 1. Assess and monitor workloads of faculty related to their assigned areas of responsibility 2. Align staff responsibilities with their position description 3. Review and update (if indicated) the College Workload Guidelines 4. Align faculty position descriptions with revised College Workload Guidelines and PTE requirements 	<ul style="list-style-type: none"> • 100% of faculty have current position descriptions reflective of their assigned responsibilities and workload. • 100% staff have current position descriptions • Staffing changes 	<ul style="list-style-type: none"> • Dean • Chair
B. Support faculty and staff development.	<ol style="list-style-type: none"> 1. Provide faculty and staff development opportunities in the areas of Advising, Assessment, , Development, Developmental Leave, Diversity and Inclusivity, Leadership, Mentoring, Outreach, Planning, Professionalism, Promotion and Tenure, Self-Awareness, Scholarship and Research, Technology, and Teaching and Learning 	<ul style="list-style-type: none"> • One faculty development seminar each semester • Increase number of faculty who are promoted and/or tenured • One staff development opportunity annually 	<ul style="list-style-type: none"> • Chair • Faculty

Student Success and Learning

Goal #1: Effectively and efficiently deliver high quality education which can be completed by students in a timely fashion utilizing curricula considered to be at the forefront of the discipline.

Strategy	Action Steps	Metric	Responsibility
A. Curricula delivered utilizing teaching and learning methods that actively engage learners, fosters inter-disciplinary interactions, promotes student responsibility for learning, and facilitates achievement of program learning outcomes.	<ol style="list-style-type: none"> 1. Faculty ensure continuous quality improvement in teaching approaches 2. Promote, enhance, and expand innovative teaching approaches within the College including use of contemporary teaching technology, simulations, and interprofessional and interdisciplinary education coordinated by instructional design professional 	<ul style="list-style-type: none"> • 100% of faculty achieve SROI scores on Q #2 > University average – 1 SD% • % of faculty utilizing college instructional design professional • # of pedagogy workshops/seminars 	<ul style="list-style-type: none"> • Chair • Faculty • Instructional Designer
B. Students are able to successfully complete the requirements for a degree in a reasonable amount of time.	<ol style="list-style-type: none"> 1. Identify barriers to student’s progression in the program 2. Identify unreasonable barriers to admission processes 	<ul style="list-style-type: none"> • Annual graduation rates • Annual time to completion of degree especially for graduate programs • Annually reassess admission processes 	<ul style="list-style-type: none"> • Chair • Faculty

Goal #2: Recruit and retain a high quality student body.

Strategy	Action Steps	Metric	Responsibility
----------	--------------	--------	----------------

A. Expand recruitment activities locally, regionally, nationally, and internationally.	<ol style="list-style-type: none"> 1. Create a recruitment plan 2. Utilize videos, PPT presentations, You-Tube, and Social Media to reach students 3. Improve the department Website 	<ul style="list-style-type: none"> • Increase # of applications to Department programs • Increase # of new outreach deliverables per year 	<ul style="list-style-type: none"> • Chair • Faculty
B. Attract and retain high quality applicants and students.	<ol style="list-style-type: none"> 1. Provide health insurance and competitive stipends to graduate students 2. Increase the quantity and size of stipends offered to graduate students 	<ul style="list-style-type: none"> • Plan is created by 2018 • % increase in number and dollar amount of scholarships offered by college • % graduate students receiving health insurance • % graduate students receiving competitive stipends 	<ul style="list-style-type: none"> • Dean • Chair • Faculty
C. Increase diversity of student body.	<ol style="list-style-type: none"> 1. Ensure gender diversity 2. Increase underrepresented students in the Department. 3. Develop an infrastructure to support the success of students from diverse backgrounds 	<ul style="list-style-type: none"> • Complete an inclusivity strategic plan with established metrics and recommendations by 2018 	<ul style="list-style-type: none"> • Chair • Faculty
D. Increase graduate student enrollments	<ol style="list-style-type: none"> 1. Increase PhD student enrollment in Pharmaceutical Sciences from 30 to 40 students 2. Promote dual degree enrollments for the PharmD/PhD 	<ul style="list-style-type: none"> • Complete program enrollment goals by 2022 	<ul style="list-style-type: none"> • Chair • Faculty

Research/Scholarship Advancement

Goal #1: Increase research and scholarship production within the Department especially in areas aligned with the University Grand Challenges.

Strategy	Action Steps	Metric	Responsibility
A. Develop focused areas of research excellence that address the University Grand Challenges that will help guide future strategic investments by the University, College, Departments, and external partners and establishes the Department as a national leader in the research field.	<ol style="list-style-type: none"> 1. Increase research/scholarship productivity of faculty 2. Target new faculty hires in Grand Challenge areas 3. Establish endowed chairs, professorships, and fellowships 	<ul style="list-style-type: none"> • Research rankings (NIH, AACP, etc.) • Total \$ research funding • Research funding \$ by FTE • Peer reviewed publication rate (publication by FTE) • Grant application success rate • Every faculty member is expected to have NIH RO1 grant within five years 	<ul style="list-style-type: none"> • Dean • Chair • Faculty
B. Support faculty to help them be successful in research.	<ol style="list-style-type: none"> 1. Help College evaluate the feasibility of establishing a Director or Assist/Assoc Dean of Research 	<ul style="list-style-type: none"> • # of faculty, staff, and students receiving national awards 	<ul style="list-style-type: none"> • Dean • Chair

	<ol style="list-style-type: none"> 2. Provide support for faculty including adequate research laboratories, supplies, equipment, post-doctoral fellows, research associates, graduate students, visiting scientists/scholars, and mechanisms for bridge funding, etc. 3. Provide faculty mentoring and development opportunities to enhance faculty abilities and skills to become competitive, productive researchers/scholars 4. Nominate faculty, staff, and students for national awards and committee memberships 5. Ensure appropriately trained staff are provided to assist the PI in monitoring and managing grant budgets to ensure compliance with Department, School, College, and University policies and procedures related to processing grant funds 6. Recruit high quality post-doctoral fellows and increase their numbers to 20 in the Department. 	<ul style="list-style-type: none"> • Research productivity by FTE 	
C. Identify and establish collaborative/interdisciplinary research across campus and other University/Research Institutes which build research and scholarship capacity in the established research focus areas.	<ol style="list-style-type: none"> 1. Review and modify PTE policies to ensure credit is given for interdisciplinary research and scholarship at the same level of traditional disciplinary research 2. Align graduate programs to support interdisciplinary research 3. Establish a second COBRE Center within the department 4. Establish T32 training grant in the department 5. Establish program Project P01 grant from NIH 6. Identify college and university-wide individuals expertise for major disease states/population/theoretical models 7. Establish working groups that meet regularly 	<ul style="list-style-type: none"> • # of college interdisciplinary research/scholarship projects • # of university interdisciplinary research/scholarship projects • # of interdisciplinary/interprofessional groups 	<ul style="list-style-type: none"> • Chairs • Faculty. • Assoc. Dean of Research (tbd)
D. Build and strengthen partnerships to support research goals.	<ol style="list-style-type: none"> 1. Build/strengthen relationships with federal agencies/ philanthropy agencies that fund health-related research 2. Establish corporate partnerships to generate industry-based funding sources and facilitate technology transfer 	<ul style="list-style-type: none"> • # of faculty serving on grant review committee/panel • # new corporate partnerships established • # of faculty serving on corporate advisory boards 	<ul style="list-style-type: none"> • Chairs • Faculty

Goal #2: Develop and implement systems of accountability to monitor and enhance scholarship and research within the Department.

Strategy	Action Steps	Metric	Responsibility
A. Establish annual scholarship and research goals for faculty.	<ol style="list-style-type: none"> 1. Establish scholarship and research standards of faculty 2. Establish annual goals for Department regarding grants, publications, and invited national presentations 	<ul style="list-style-type: none"> • Minimum 2 peer review publication/year • # grant proposals submitted/year • # grant proposals funded/year • # National presentations and posters 	<ul style="list-style-type: none"> • Chair • Faculty

		<ul style="list-style-type: none"> • % of faculty who meet expectations for publications 	
--	--	---	--

Outreach and Engagement

Goal #1: Training, research, and service activities of the Department support the needs of State, Nation and World

Strategy	Action Steps	Metric	Responsibility
B. Improve communications with external constituents including prospective students, employers, alumni, business community, lay public, corporate partners, state elected officials, media, and other key stakeholders to increase awareness, help guide, and gain support for the Department and its programs.	<ol style="list-style-type: none"> 1. Conduct a baseline assessment of our current communication activities 2. Establish communication goals and priorities for the Department for use by the College Communication Specialist 3. Report annually on progress towards achieving strategic plan goals 4. Improve communication among faculty, staff, students, and administration related to Departments affairs 5. Enhance relationships, interactions, and engagement with the business community, health care affiliates, industry, and corporate partners related to education, research, service, and development opportunities 	<ul style="list-style-type: none"> • Baseline assessment completed • Communication plan created • Department communication goals and priorities established • Internal College communication format created • # new relationships developed 	<ul style="list-style-type: none"> • Communication Specialist • Chair • Faculty
C. Establish a marketing plan to promote the Department's academic degree programs within the state, region, nation, and globally.	<ol style="list-style-type: none"> 1. Develop a marketing plan and strategies for all Department academic programs 	<ul style="list-style-type: none"> • Marketing plan and strategies completed 	<ul style="list-style-type: none"> • Chair • Faculty • Communication Specialist

Professionalism

Goal #1: All students, faculty, and staff of the Department demonstrate professionalism, ethical behavior, and cultural competence.

Strategy	Action Steps	Metric	Responsibility
A. Implement a proactive approach to professionalism, ethics, and commitment to inclusivity for students, faculty, and staff.	<ol style="list-style-type: none"> 1. Develop and implement a means to assess student professionalism, ethical behavior, and commitment to inclusivity 2. Provide faculty and staff development 3. Provide opportunities to gain an understanding of diverse populations 	<ul style="list-style-type: none"> • Student professionalism, ethical behavior, and commitment to inclusivity assessment plan created and implemented • Report aggregate professional misconduct issues to faculty annually 	<ul style="list-style-type: none"> • Chair • Faculty
B. Promote, enhance, and expand interdisciplinary/multidisciplinary research.	<ol style="list-style-type: none"> 1. Develop an interdisciplinary/multi-disciplinary research plan for the Department 	<ul style="list-style-type: none"> • # interdisciplinary/multidisciplinary research programs created 	<ul style="list-style-type: none"> • Chair • Faculty