



University of Michigan College of Pharmacy Strategic Plan

2024

MISSION

To advance human health through innovation, collaboration, and leadership in pharmacy education, scientific and translational discoveries, and practice.

VISION

We will be world leaders in positively transforming human health.

- ▶ We will create gold standard pharmacy education and research training programs, promoting quality and rigor, while integrating cutting-edge and emerging technologies, as well as health equity principles, throughout.
- ▶ We will facilitate the translation of pioneering scientific discoveries to impact patient care. Our graduates will lead in practice, providing effective and culturally sensitive care, while reflecting the broad diversity of our patient populations, and advancing the impact of pharmaceutical sciences across healthcare.
- ▶ Our research will optimize the evolution of drug discovery, delivery technologies, patient centered outcomes as well as health systems outcomes.
- ▶ To accelerate the development of safe and effective medicines we will advance pharmacy leaders, regulatory science and policy.
- ▶ We will advocate for effective, equitable, and holistic healthcare policies, across levels and geographies, to ensure access to higher value and equitable care for patients, reduce healthcare costs, and build community relationships.
- ▶ Our college will embody a cultural environment that promotes belonging and well-being for all faculty, staff, students and leaders, prioritizing humanistic engagement, professional fulfillment and thriving individuals.
- ▶ Our policies and practices, including our investment in technology and research, will contribute to a cleaner and more sustainable environment benefiting future generations.
- ▶ We will seek partnerships widely, including students, faculty, staff, alumni, and the public – at the local, state, national, and global levels – in our efforts to address health care challenges, improve patient outcomes, and transform healthcare. These robust and fruitful partnerships will inspire collaborations that contribute to cutting edge progress in healthcare as well as the global quality of life.

VALUES

Belonging

- ▶ We strive for a welcoming and open-minded College of Pharmacy community by cultivating belonging, inclusion, and collegiality.
- ▶ We encourage and value diverse perspectives and experiences while interacting with openness, respect, and empathy as we work to achieve our goals.
- ▶ We strive to cultivate a culture of understanding, patience, compassion, kindness, and support.
- ▶ We recognize how our history and connection to others, such as patients, underserved populations, and colleagues within and outside of our community, can influence and enhance our work.
- ▶ We strive to make a lasting impact on our local and professional community to promote health equity.
- ▶ We value all members of our College of Pharmacy community, are concerned about their well-being, and aim to provide an environment that enables everyone to be their best selves.
- ▶ We strive to provide a safe working and learning environment that enables everyone to be included and accepted regardless of their identities.

Integrity

- ▶ We believe that integrity is exemplified through honesty, transparency, professionalism, accountability, and equity.
- ▶ We are committed to continually enhancing our professional competence and cultural intelligence.
- ▶ We hold ourselves and each other accountable for our actions.
- ▶ We strive to use our resources responsibly and to exercise ethical conduct in all we do.

Impact

- ▶ We develop leaders in pharmacy, healthcare, research, and education by fostering the diverse skills and talents of our people.
- ▶ We are committed to fostering leadership in our students, staff, and faculty in an inclusive manner that allows everyone opportunities to advance and thrive.
- ▶ We seek to improve human health through cutting edge scientific discoveries, innovative models of teaching, and being at the forefront of clinical pharmacy practice.
- ▶ We work to advance and advocate for the future of pharmacy and the advancement of science, as well as the individuals we serve, through interdisciplinary education and research.

Collaboration

- ▶ We value an environment of collaboration and togetherness.
- ▶ We recognize the value of teamwork and transparent communication in achieving our shared mission and vision.
- ▶ We work cooperatively in a spirit of support, respect, and appreciation.
- ▶ We recognize and appreciate the power of diverse talents, experiences, and perspectives.

Excellence

- ▶ We strive to use our collective talents to reach and exceed our goals in education, science, service, and healthcare, and be exemplary to others.
- ▶ We recognize that excellence is achieved through innovative thought, creative visions, resourcefulness, hard work, and efficiency.
- ▶ We recognize that excellence is inextricably connected to diversity in all of its forms, including perspective, experience, background, and culture.
- ▶ We seek excellence through inclusion.



Strategic Goal #1

The college will use evidence-based and innovative approaches in educational and training programs to prepare students to solve complex problems in pharmacy with core curricula that incorporate strong foundational knowledge, excellence in practice and research methods, principles of health equity, emerging technologies, and opportunities for specialization and flexibility.

Objectives:

- ▶ Provide faculty and staff with skills and rewards to adapt their teaching and mentoring strategies to maximize student learning/ outcomes for a new generation of learners.
- ▶ Tailor co-curricular programs and services so that students take advantage of these college opportunities (e.g. mentoring, coaching, professional development, wellness, soft skills).
- ▶ Increase student capacity to become independent and innovative critical thinkers and problem solvers.
- ▶ Identify core content and assessments in our educational programs and optimize flexibility and opportunities for specialization, e.g., certifications or micro credentialing.
- ▶ Ensure principles of health equity and diversity of experiences are incorporated in the curricula and co-curricula.

Strategies

- 1.1** Establish periodic and/or ongoing faculty and staff development programs focused on evidence-based and innovative teaching pedagogy, technology/techniques, and assessments, including incorporation of health equity and diversity in curricula.
- 1.2** Provide ongoing opportunities for faculty development programs focused on mentoring of

graduate students and postdocs.

1.3 Partner with students to discover how to tailor and deliver co-curricular programming (e.g., mentoring, coaching, failure reframing, and wellness) that increases student participation and engagement.

1.4 Convene a task force to review the content and delivery of our PharmD curriculum* and make recommendations regarding core content for foundational training, critical thinking, and health equity, using alternative pathways, increasing flexibility, and providing specialization - while meeting University, College and accreditation standards, where applicable.

1.5 Convene a task force to review the technical standards for our educational programs. Recommended updates to these standards will be presented to the appropriate curriculum committees for consideration.

1.6 Complete internal and external peer reviews for the BSPS program, each of the three doctoral programs (alongside Rackham reviews), and MSIPS, to assess curricula, milestones, outcomes, diversity of experiences, and gather suggestions to improve the student experience and outcomes.

1.7 Convene a task force to identify online educational opportunities for our degree programs.

1.8 Increase faculty composition and classification/rank to support high quality educational and training programs to prepare graduates to solve complex problems in pharmacy.

**Innovative curricula may include pathways for degree completion, self-paced or on-demand elective courses, opt-out exams for courses or skills, online courses, microlearning, more focus on data analytics, and other strategies or delivery aligned with Gen Z's needs.*

Strategic Goal #2

The college will enhance the impact of our research by increasing the number, diversity, and support of nationally and internationally recognized leaders collaborating to address key healthcare challenges.

Objectives:

- ▶ Increase high-impact interdisciplinary collaborations that generate sustainable and real-world solutions to healthcare challenges.
- ▶ Identify the research areas in which we want to grow and invest.
- ▶ Increase institutional support for mentoring, collaboration, and dissemination to drive innovative scientific discovery that is shared widely.
- ▶ Diversify funding sources and develop large-scale research grants.
- ▶ Develop the infrastructure to submit award nominations for our faculty, staff, and students.

Strategies:

- 2.1** Develop a multiyear hiring plan to support key high-impact research areas, including health equity.
- 2.2** Increase faculty time for research through hiring instructional and research staff.
- 2.3** Support and reward faculty with strong records of mentoring research focused faculty, post docs, and students.
- 2.4** Conduct research retreats, forums, and visits to advance research goals and priorities, including industry, foundation, and other funding agencies.
- 2.5** Increase visibility and nomination for awards of faculty and student accomplishments in research and scholarship.



Strategic Goal #3

The college will foster a positive organizational culture to inspire meaningful engagement within our college community.

Objectives:

- ▶ Revive our sense of community and belonging within the college.
- ▶ Advance the concept and practice of cultural humility, through cultural intelligence, within our college.
- ▶ Evaluate our expectations and resources to improve work-life balance, providing support where identified.

Strategies:

- 3.1** Identify activities (ongoing and new) and provide possible programming to increase internal engagement that incorporates flexibility and that meets the needs of today's College of Pharmacy, so as to strengthen our sense of belonging.
- 3.2** Build on our College's values to enhance our skill set regarding cultural intelligence.
- 3.3** Identify areas where efficiencies in workload and work tasks are identified, and implemented for faculty and staff.
- 3.4** Maintain a system of continual quality improvement regarding faculty and staff workload for our college.
- 3.5** Regularly conduct climate surveys and work to address any weaknesses identified.



Strategic Goal #4

The college will foster positive relationships that inspire meaningful engagement with our external communities.

Objectives:

- ▶ Enhance our commitment to community engagement and service.
- ▶ Increase the number of opportunities for alumni to engage with the college.
- ▶ Expand our local, national, and global communities.

Strategies:

- 4.1** Inventory ongoing external engagement activities (e.g., in teaching and service), and assess their effectiveness from the viewpoints of our college and our external partners.
- 4.2** Identify potential new community engagement activities that are mutually beneficial to members of college and our community partners, and prioritize for greatest impact.
- 4.3** Examine and implement, if warranted, different administrative structures to enhance our external engagement efforts.
- 4.4** Identify new and/or improve existing strategies to meaningfully engage alumni with the college.



Strategic Goal #5

The college will strengthen its influence by increasing our external advocacy efforts, communicating our stories of impact, and expanding our collaborations.

Objectives:

- ▶ Increase opportunities to educate and advocate to others within local, state, national, and global organizations regarding the impact and importance of supporting pharmaceutical scientific discovery and pharmacy practice.
- ▶ Increase the visibility of faculty, staff, student, and alumni accomplishments and the real-world impact of college of pharmacy initiatives.
- ▶ Increase and actively promote our collaborations across all UM campuses.



Strategies:

5.1 Develop and implement a comprehensive program to partner with university advocacy resources and professional organizations to advocate for the profession and pharmaceutical scientific discovery.

5.2 Provide opportunities for faculty, staff, and students to learn effective communication for broad audiences, including advocacy skills for both science and the profession.

5.3 Provide faculty and staff with professional development and opportunities to learn about fundraising, donor relations, and alumni engagement.

5.4 Develop and execute a dynamic marketing plan with a multi-faceted communication approach.

5.5 Develop partnerships with existing U-M programs (i.e., Wolverine Pathways, U-MmySci), UM-Dearborn, and UM-Flint, and enhance visibility and outreach for existing College programs.

5.6 Cultivate a culture that inspires and supports faculty, staff, and students to participate in leadership opportunities within the University of Michigan and professional organizations on a global scale.

Strategic Goal #6

The college will continue to advance interprofessional patient care to improve health outcomes that are affordable for and equitable to all.

Objectives:

- ▶ Increase mutually beneficial partnerships to develop new practice sites and increase patient access to care.
- ▶ Develop and deliver innovative new interprofessional practice models to advance the practice of pharmacy.
- ▶ Increase research, scholarship, and practice focused on improving care and reducing healthcare costs focusing on underserved populations.

Strategies:

- 6.1** Develop a hiring plan to increase our interprofessional practices and practice strengths that serve diverse populations.
- 6.2** Establish an organized structural approach (possibly leading to a center) to conduct pharmacy-related research and scholarship that also leverages advances in technology, to improve quality and access to reduce health care costs.
- 6.3** Develop a strategic plan to identify, test, and support new models of care.

