

VISION

The vision of The University of Texas College of Pharmacy (UTCOP) is to be the leading academic center for innovative interdisciplinary research and pharmacy education, revolutionizing patient care in Texas and the world.

Indicators:

- Faculty members, graduates, post-graduates, and staff members receive appropriate support and development and excel in carrying out the vision.
- The college distinguishes itself among peer institutions in the professional development of the practice of pharmacy.
- Faculty members increase the amount of intellectual property developed and licensed.
- College faculty members and graduates are sought out by other leading stakeholder organizations.
- Funding from extramural federal and non-federal organizations is increased.
- Faculty members achieve an increase in funded, active interdisciplinary research projects.
- The college will foster or create an environment that will optimize the number of the college's PharmD graduates who enter residencies, graduate school, or other post-graduate education.
- Graduates are leaders and innovators in the practice of pharmacy.
- Graduates who have direct patient responsibility will be prepared for board certification.
- The cultural diversity of our students, faculty and staff is increased.
- The college's level of community and public outreach is significantly increased.
- Prospective students, trainees and faculty seek to be affiliated with UTCOP, and they select the college because of their commitment to be engaged in our vision.
- The college will increase the number of graduates who serve as leaders in the care of diverse patient care populations.

MISSION

To provide exemplary pharmacy education, training and research programs for professional students, graduate students and post-graduates, to advance discovery in the public interest, and to provide service to the university, to professional and scientific communities, and to the public.

We will accomplish this by:

- Educating PharmD. professional students, M.S./PhD. graduate students and post-graduate trainees to be leaders in their profession.
- Conducting exceptional basic, translational, clinical, health policy and health services research.
- Advancing scientific discovery and the health care of patients through innovations in the practice of pharmacy.
- Partnering with pharmacy and other health care communities to provide innovative experiential education and service.
- Advocating for improvement in public health.
- Building a collaborative, diverse environment that values and rewards innovation, productivity and critical thinking.
- Addressing the healthcare needs within the state and beyond.

THE UNIVERSITY OF TEXAS COLLEGE OF PHARMACY
STRATEGIC PLAN

PREAMBLE:

The University of Texas at Austin has the goal of being the number one public university in the United States. Similarly, we must strive to be the leading college of pharmacy in the country. The UT College of Pharmacy's strategic plan is based upon the university's goals to develop outstanding interdisciplinary education and research programs and to provide service to the community. The plan is written with the understanding that significant new resources will be required to achieve some of the objectives. Therefore, this strategic plan is an important guide in resource planning and allocation. Once a strategic plan is approved by the faculty, it is important that the respective divisions and other organizational units in the college develop a strategic plan based upon this plan, but one that is specific for that unit within the college. Although each objective lists an individual or group that is accountable for achieving that objective, the college's Dean's Cabinet will have the overarching responsibility to assure that the plan is implemented. Individual objectives will be prioritized, and a review will be conducted annually to assess how the college has progressed in meeting the plan's objectives. Adjustments to objectives and priorities will be made on at least an annual basis, and appropriate feedback will be given to faculty regarding these deliberations.

NOTE: Priorities are not numbered so that it is not inferred that one priority is necessarily more important than another.

PRIORITY: Recruitment and retention of outstanding faculty and staff.

SD1. Strategically position collaborative research and education programs of excellence as a high priority for the college. [Note: collaborative efforts include those within the college, within the university and externally]

Obj 1.1 By December 2010, identify and reach consensus on collaborative programs of excellence that the college will advance as priorities. Accountable: Dean's Cabinet

Obj 1.2 By September 2014, acquire the necessary resources to assure that collaborative programs have the critical mass of outstanding faculty and staff needed to achieve excellence. Accountable: Dean and Dean's Cabinet

Obj 1.3 By September 2011, develop and implement a marketing plan to better position the college around its collaborative programs of excellence. Accountable: Assistant Dean for Development & Alumni Relations

SD2. Focus faculty recruitment and retention efforts to ensure the creation of a diverse faculty and staff.

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Obj 2.1 By June 2010, identify and implement strategies to increase recruitment of women and underrepresented minorities at all faculty and staff levels. Accountable: Dean and Deans' Cabinet

Obj 2.2 By June 2010, identify real or perceived barriers and opportunities and implement strategies to develop, retain and promote women and underrepresented minorities in junior and senior faculty and staff positions. Accountable: Deans' Cabinet and Faculty Development Committee

SD3 Enhance the college's infrastructure and culture to support faculty and staff success.

Obj 3.1 By May 2011, implement strategies to improve accessibility and awareness of work/life balance and mentoring programs. Accountable: Faculty Development Committee

Obj 3.2 By May 2011, develop a plan to address coverage of workload responsibilities when individual faculty or staff are on personal or professional leave. Accountable: Dean's Cabinet

Obj 3.3 By May 2010, create a formalized process within the college for faculty and staff to report opportunities and roadblocks encountered in efforts to develop collaborations across campus and among components in the UT System. Accountable: Dean

Obj 3.4 By May 2011, for each relevant stakeholder group, develop and disseminate a communication plan that supports the strategic plan and desired culture of the college. Accountable: Dean and Assistant Dean for Development and Alumni Affairs

Obj 3.5 By June 2012, complete an assessment of the structure and processes involved in faculty annual reviews and promotion decisions. Accountable: Executive Committee and Dean's Cabinet

SD4. Increase the reward and recognition system for teaching innovation as scholarship.

Obj 4.1 By May 2010, develop a formalized plan to initiate and support innovative education in the college. Accountable: Senior Associate Dean and Academic Support Committee

Obj 4.2 By May 2011, develop a phased plan to reward faculty for augmenting student learning. Accountable: Deans' Cabinet

PRIORITY: Infrastructure and support of graduate education, graduate students, PhD post-doctoral trainees, and research.

SD1. Enhance the quality of Graduate Education and Research.

Obj 1.1 By May 2010, each division will identify areas where improvement is needed and develop a plan to improve the quality of graduate education and research. Accountable: Associate Dean for Research & Graduate Studies

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Obj 1.2 By December 2010, implement a process/mechanism for the divisions to address-- at the college level--their teaching gaps or challenges in the graduate programs.

Accountable: Associate Dean for Research and Graduate Studies

SD2. Implement strategies to recruit and retain top-tier graduate students.

Obj 2.1 By May 2010, each division will establish three new approaches for attracting top tier graduate students. Accountable: Associate Dean for Research and Graduate Studies

Obj 2.2 By May 2012, boost funding (e.g., training grants) to support first-year graduate students. Accountable: Associate Dean for Research and Graduate Studies

Obj 2.3 By December 2010, establish pipelines with universities that do not have graduate programs as a means to recruit students into our graduate programs. Accountable: Division Heads

SD3. Position the college as a national leader in grants, collaborations, partnerships and strategic alliances.

Obj 3.1 By May 2010, each division will submit to the Dean established goals and strategies to raise their grant support (number and dollar amount of extramural funding). Accountable: Division Heads

Obj 3.2 By September 2010, each division will establish goals to increase collaborative extramural funding. Accountable: Division Heads

Obj 3.3 By September 2011, increase the number of collaborative grants by one or more per year of which our faculty are the lead investigators. Accountable: Division Heads

Obj 3.4 By September 2011, create and implement an incentive program to provide support for collaborative activities. Accountable: Dean's Cabinet

Obj 3.5 By January 2011, offer a formalized grant-writing program. Accountable: Associate Dean for Research and Graduate Studies

Obj 3.6 By September 2012, pursue changes to indirect cost sharing policies conducive for collaborative grants across departments, colleges and campuses. Accountable: Dean

SD4. Ensure optimal physical location, proximity and adequacy/quality of our research and teaching facilities.

Obj 4.1 By January 2014, raise 8 million dollars to complete the college's research laboratory space in the South Wing of the BME building. Accountable: Dean and Assistant Dean for Development

Obj 4.2 By September 2011, create a plan and budget for needed renovations in both PHR North and PHR South buildings and as well as the designated pharmacy space in the McDermott Building. Accountable: Dean and Deans' Cabinet

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Obj 4.3 By May 2010, identify and implement a strategy to maintain communication and collaboration for faculty, students, and staff located at various locations within campus and off campus. Accountable: Dean

Obj 4.4 By May 2011, create a 10-year college facilities plan. Accountable: Dean and Deans' Cabinet

Obj 4.5 By September 2010, develop a college guideline for research laboratory space assignment. Accountable: Dean and Dean's Cabinet

SD5. Ensure all post-docs are adequately prepared to pursue independent scientific careers.

Obj 5.1 By September 2011, develop a formalized mentoring program in response to published NSF and NIH guidelines to ensure adequate preparation for PhD post-doctoral trainees. Accountable: Associate Dean for Research and Division Heads

PRIORITY : Ongoing development of excellence in professional education, training and service.
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SD1. Increase the college-wide core faculty (i.e., primary responsibility to the university) whose primary focus is advancing professional pharmacy education and service.

Obj 1.1 By May 2010, complete a college-wide assessment to identify critical areas requiring new non-tenure track clinical faculty hires. Accountable: Associate Dean for Clinical Programs

Obj 1.2 By September 2014, based on the findings from Obj 1.1 above, the appropriate number of new non-tenure track faculty will be hired. Accountable: Dean

Obj 1.3 By July 2011, implement a teaching certificate program for post Pharm.D residents. Accountable: Associate Dean for Clinical Programs

SD2. Establish a Center of Excellence to broadly transform pharmacy practice.

Obj 2.1 By May 2012, establish a college Center for Excellence in Pharmacy Practice. Accountable: Associate Dean for Clinical Programs and Dean

Obj 2.2 By September 2014, secure appropriate resources for the center to include private funds for an endowed chair. Accountable: Dean and Assistant Dean for Development

Obj 2.3 By September 2014, expand the number of residency positions from 45 to 65 with an emphasis on community-based care. Accountable: Associate Dean for Clinical Programs. NOTE: "Community based care" as used in this plan means any care delivered to a non-institutionalized person.

Obj 2.4 By May 2014, launch ten new master's degree/residency positions in community pharmacy, ambulatory care, and pharmacy management in collaboration with different practice settings.

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Accountable: Associate Dean for Clinical Programs and Associate Dean for Research and Graduate Studies

Obj 2.5 By December 2012, create a community pharmacy practice-based research network. Accountable: Associate Dean for Clinical Programs, Associate Dean for Research and Graduate Studies and the relevant division heads.

Obj 2.6: By December 2011, craft a plan for student and young pharmacist leadership development. Accountable: Dean

Obj 2.7 By December 2012, establish cooperative interprofessional education strategies to address healthcare disparities (create health equity). Accountable: Associate Dean for Clinical Programs

Obj 2.8 By December 2010, develop a plan for implementing academic practice collaboration models within a variety of health care settings (e.g., hospitals, ambulatory care centers, community pharmacies). Accountable: Associate Dean for Clinical Programs

SD3. Ensure the engagement of all faculty, irrespective of their discipline, in preparing students for a professional career.

Obj 3.1 By September 2010, implement one or more formalized mechanism(s) to address ways for faculty to relate their research and instructional material to pharmacy practice. Accountable: Senior Associate Dean for Academic Affairs

Obj 3.2 By September 2010, apply one or more formal mechanisms to ensure that clinical faculty and basic science faculty routinely communicate in order to coordinate and integrate lectures. Accountable: Curriculum Committee

Obj 3.3 By September 2009, formulate and implement a process/mechanism to address--at the college level -- teaching gaps or challenges in the professional program. Accountable: Curriculum Committee

SD4. Continually assess the curriculum to ensure that adopted program outcomes are achieved.

Obj 4.1 By September 2009, each course coordinator will submit to the Curriculum Committee, and include in the course syllabus, the overall course objectives. Accountable: Curriculum Committee

Obj 4.2 By September 2009, the Curriculum Committee will begin utilizing a formal process for review of individual courses in each semester on a three-year recurring basis to ensure attainment of the course objectives. Accountable: Curriculum Committee

Obj 4.3 By September 2010, initiate milestone exams to ensure that the college is achieving programmatic outcomes. Accountable: Program Assessment Team

Obj 4.4 By September 2011, identify and implement a minimum of two new innovative national best practices into the curriculum. Accountable: Curriculum Committee

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Obj 4.5 By June 2010, the Curriculum Committee will complete a review of the prepharmacy curriculum and make recommendations to the faculty regarding any necessary revisions. Accountable: Curriculum Committee

Obj 4.6 By June 2011, the Curriculum Committee will use the data from objective 4.5 in combination with a review of the Pharm.D. curriculum and make recommendations to the faculty regarding the feasibility of creating more flexibility and/or alternative delivery strategies for professional elective courses in the P3 year. Accountable: Curriculum Committee

SD5. Ensure that the rewards system of faculty and staff is commensurate with the service mission of the college.

Obj 5.1 By December 2014, establish five service contracts with practice institutions or organizations to support faculty and the college service mission. Accountable: Associate Dean for Clinical Programs

Obj 5.2 By May 2012, explore mechanisms that allow faculty and staff to be better recognized and rewarded for service contributions. Accountable: Deans' Cabinet

Obj 5.3 By January 2012, establish annual awards to recognize faculty excellence in service. Accountable: Dean

SD6. Increase the level of innovative, student-directed learning.

Obj 6.1 By September 2009, establish a progression of e-portfolio activities beginning with P1 students so that Pharm.D. students execute increasingly complex, self-directed learning projects throughout the program. Accountable: Program Assessment Team

Obj 6.2 By September 2011, fully implement the comprehensive e-portfolio system that documents student-directed learning and mastery of educational outcomes for our program. Accountable: Program Assessment Team

Obj 6.3 By December 2011, develop and initiate pilots for at least three experimental, student self-directed learning modules (e.g., basic, clinical and/or administrative science) to prepare the student for practical case-based, Socratic classroom sessions addressing contemporary pharmacy issues. Accountable: Curriculum Committee

Obj 6.4 By September 2013, complete an analysis of the feasibility to require Pharm.D. students to complete either a research project or service-based learning project. Accountable: Curriculum Committee

PRIORITY 4: Strategically position the college to ensure alignment with its vision and mission in a highly competitive environment.
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SD 1. Explore options, opportunities and demands for current and new degree programs.

Obj 1.1 By September 2014, conduct a study of the demand for and feasibility of implementing one or more dual degree programs.

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Accountable: Senior Associate Dean for Academic Affairs and Associate Dean for Graduate Studies

Obj 1.2 By September 2013, conduct a feasibility analysis for creating an interdisciplinary bachelor's degree program in biomedical sciences.

Accountable: Senior Associate Dean for Academic Affairs

SD2. Enhance community outreach/service by establishing partnerships, collaborations and strategic alliances that will significantly advance our mission.

Obj 2.1 By September 2011 establish criteria to identify and pursue relationships with targeted community organizations. Accountable: Associate Dean for Clinical Programs

SD3: Address challenges in health care and society that result in health care disparities, including the maldistribution of pharmacists and a pharmacy manpower pool that does not represent the diversity of Texas

Obj 3.1 By August 2013, implement a four year distance education cooperative Pharm.D. program with UT El Paso. Accountable: Dean and Assistant Dean, UT El Paso Cooperative Pharmacy Program

Obj 3.2 By September 2012, increase the number of faculty on the UT Pan Am Cooperative Pharmacy Program campus from two to five. Accountable: Associate Dean for Clinical Programs and Assistant Dean, UT Pan Am Cooperative Pharmacy Program

Obj 3.3 By June 2014, explore the demand for and feasibility of developing additional cooperative pharmacy program campuses within the UT System for the purpose of addressing health care disparities. Accountable: Dean and Associate Dean for Clinical Programs

SD4. Assure implementation and periodic review of the strategic plan.

Obj 4.1 Beginning with June 2010, and annually thereafter, the college will conduct a review of the strategic plan and present a report on progress on implementing the above objectives. Accountable: Dean

UNANIMOUSLY APPROVED BY THE FACULTY ON JUNE 18, 2009.

Members of the Strategic Plan Steering Committee

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