

COLLEGE OF PHARMACY



THE UNIVERSITY OF
TENNESSEE
HEALTH SCIENCE CENTER.

COLLEGE OF PHARMACY



Strategic Plan

2024 - 2029

Healthy Tennesseans. Thriving Communities.



INTRODUCTION

Message from the Dean

As the UT Health Science Center College of Pharmacy embarks on its next phase of delivering excellence in pharmacy education, this strategic plan outlines a clear, innovative, and ambitious strategy to enhance our college's objectives and improve the health of Tennesseans and beyond.

From the beginning, the development of this 5-year plan was a collaborative effort, with input from all college stakeholders, including faculty, staff, students, and alums. I want to take this opportunity to express my heartfelt gratitude to everyone who contributed to this document. Your dedication and hard work have been instrumental in shaping the path of our college over the next five years. A special note of gratitude goes to Dr. Bradley Boucher, who spearheaded this endeavor, ensuring that the committees heard every voice. I also thank our subcommittee leaders for their invaluable contributions.

Our strategic plan is not just a roadmap but a living document designed to be both aspirational and practical, with the flexibility to adapt to potential environmental changes over the next five years. The plan underscores our commitment to educational excellence, research, innovation, and resource alignment, all in line with the vision of the University of Tennessee and the UT Health Science Center by incorporating the BE ONE UT Health Science Center values, with a focus on pharmacy. Our collective efforts have produced a strategic plan that not only lays a strong foundation for the next five years but also opens numerous avenues for growth and excellence, which have been the hallmarks of our college for over 126 years.

Sincerely,



Reginald Frye, PharmD, PhD, FCCP
Dean and Professor,
UT Health Science Center
College of Pharmacy

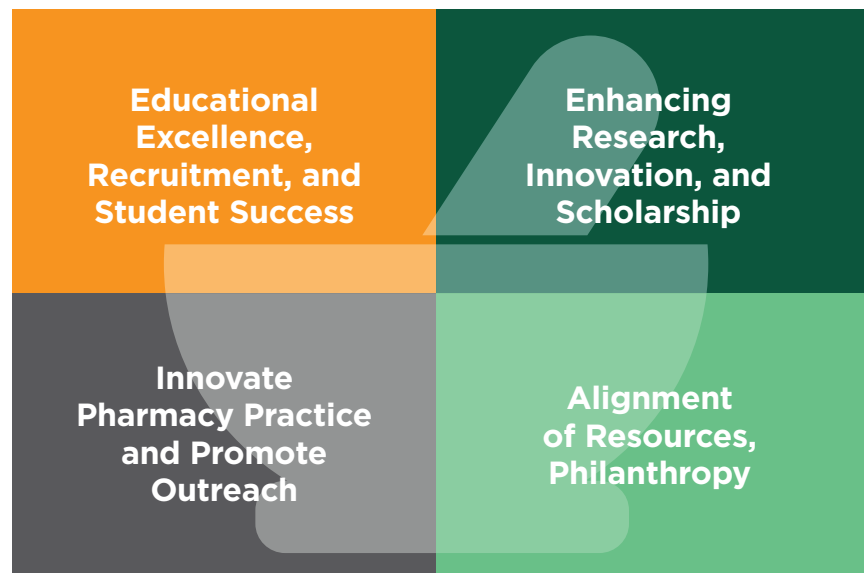


THE PROCESS

Developing Our Strategy

The timeline for a broad review of the College of Pharmacy (CoP) strategic plan aligned with the completion of the University of Tennessee Health Science Center (UT Health Science Center) 2023-2028 strategic plan in June 2023. This development of a revised CoP plan also aligned with the arrival of a new CEO Dean, Dr. Reginald Frye, in June 2023. Our strategic planning process was designed to follow the approach used by the UT Health Science Center in the completion of their plan both in terms of content and style. Each of the five working groups that were established by the CoP Executive Committee determined whether additional assessments were needed to compete their assigned tasks beyond the UT Health Science Center strength/weakness/opportunities/threat (SWOT) analyses shared with each working group. Furthermore, the process was designed to provide broad engagement and input from a wide array of CoP stakeholders and partners.

Over 115 faculty, staff, student pharmacists, graduate students, alumni and preceptors participated as members of one of the five strategic plan working group at meetings conducted live and/or virtually. The strategic plan established the CoP's commitment to the following goals (pillars):



Timetable:

- **Kick-off meeting of Working Group Chairs/Co-Chairs:**
Oct. 10, 2023
- **Convene Working Groups to address task of developing Goal(s), Objectives, Strategies and Performance Indicators:**
Oct. 11, 2023 – Feb. 29, 2024.
- **Share Working Group output with CoP stakeholders for revision:**
March 1 – April 15, 2024
- **Final Draft Approval by CoP Faculty at Annual Retreat:**
May 14, 2024.
- **Campus approval of CoP Strategic Plan:**
May – June 2024.

The four CoP pillars are supported by the following cross-cutting priorities:

- Transparent and Effective Communications
- Unified and Strategic Purpose
- Collaborative and Inspiring Culture
- Access and Belonging for College Stakeholders
- Progressive and Innovative
- Evidence-Based Actions

The CoP Strategic Plan was created to be in full alignment with the University of Tennessee Systemwide Strategic Plan (2021-2025) and UT Health Science Center Strategic Plan ((2023-2028) yet focused on the distinctive mission, environment, and stakeholder needs of the CoP. As the only public college of pharmacy in TN, our mission, vision, and core values reinforce the UT Health Science Center vision of “Healthy Tennesseans, Thriving Communities.” While the CoP Strategic Plan is a roadmap for the future, it is meant to be dynamic and potential revision based on unforeseen environmental changes over the next five years.

OUR FOUNDATION

Mission, Vision, and Values

MISSION

The mission of the University of Tennessee Health Science Center College of Pharmacy is to educate, inspire, discover, and serve to advance the health of all Tennesseans and beyond.

VISION

To be the preeminent College of Pharmacy through excellence in education, discovery, service, and person-centered care.

VALUES

- B** Bold and impactful
 - E** Embrace diversity
 - O** Optimistic and visionary
 - N** Nimble and innovative
 - E** Excel in all we do
 - U** United and connected
 - T** Transparent and trusted
 - H** Health focused
 - S** Science driven
 - C** Caring and professional
 - C** Collaborative
 - O** Oriented to serve
 - P** Patient-centered
-

PILLAR #1

Educational Excellence, Recruitment, and Student Success

GOAL

Recruit, retain, educate, and support highly qualified students who are prepared to shape the profession of pharmacy and impact community health.

OBJECTIVE 1

Deliver an engaging, relevant, and inclusive didactic and experiential curriculum to develop practice and team-ready pharmacists capable of serving diverse communities.

STRATEGY 1.1.1

Utilize evidence-based practices and continuous quality improvement principles to develop and maintain a contemporary curriculum that fosters an open, welcoming culture with mutual respect for students, faculty, and staff.

STRATEGY 1.1.2

Provide continuing education and training to develop and empower faculty and staff to deliver dynamic educational experiences emphasizing active learning.

STRATEGY 1.1.3

Enhance and leverage educational support and resources (personnel, technology, etc.) to ensure high-quality and equitable student learning experiences across all campuses.

OBJECTIVE 2

Attract highly qualified, motivated individuals who will advance the profession of pharmacy.

STRATEGY 1.2.1

Optimize incentives to remain the first choice College of Pharmacy for Tennesseans.

STRATEGY 1.2.2

Expand targeted outreach programs in the community to raise awareness about the profession of pharmacy and pharmacy-related career pathways.

STRATEGY 1.2.3

Hone the holistic admissions process to identify highly qualified students.

STRATEGY 1.2.4

Promote the prestige of the College to enhance brand awareness.

OBJECTIVE 3

Prepare students for entry-level practice through meaningful, individualized professional and career development.

STRATEGY 1.3.1

Promote a culture of mentorship between students and faculty, preceptors, and alumni to empower students through personalized guidance and support to achieve their post-graduate goals.

STRATEGY 1.3.2

Align professional and career development opportunities in the curriculum and co-curriculum.



OBJECTIVE 4

Retain an inclusive student body by providing comprehensive academic, mental health, and wellness support.

STRATEGY 1.4.1

Promote faculty, staff, and student engagement to build a sense of belonging and foster positive academic and mental wellness.

STRATEGY 1.4.2

Create an environment that fosters individual student wellness, builds resilience, and grows emotional intelligence.

STRATEGY 1.4.3

Provide inclusive academic support to enhance student learning and progression in the curriculum through early academic intervention and resources by course directors/faculty, Academic Affairs, and the Center for Student Success.

STRATEGY 1.4.4

Ensure faculty participation in existing and newly created academic support programs to stimulate collaborative and innovative approaches for optimizing student success.

Performance Indicators – Educational Excellence, Recruitment, and Student Success

- ✓ Creation of a contemporary curriculum with an emphasis on active learning and student engagement.
- ✓ Achieve on-time graduation rate of at least 90% and progression of the academic year-to-year by 95%.
- ✓ Achieve NAPLEX and MPJE board pass rates above national and state averages.
- ✓ Increase the number of qualified applicants per seat.
- ✓ Meet enrollment targets of qualified P1 student pharmacists.
- ✓ Assess student wellness and support services.

PILLAR #2

Enhancing Research, Innovation, and Scholarship

GOAL

Advance the research enterprise within the UT Health Science Center College of Pharmacy, strengthen research focus areas, and enhance collaborative campus-wide efforts in scholarship, innovation, and entrepreneurship.

OBJECTIVE 1

Strengthen competitiveness and success for extramural research funding and scholarly productivity.

STRATEGY 2.1.1

Engage with the UT Health Science Center Vice Chancellor for Research and the Office of Research to identify strategic partnerships to enhance basic and clinical research opportunities.

STRATEGY 2.1.2

Sustain research resources with regard to research space, shared research resources, and research support programs.

STRATEGY 2.1.3

Expand and retain highly trained administrative support staff for pre- and post-award activities.

STRATEGY 2.1.4

Strengthen entrepreneurship education and logistic support for faculty and trainees through closer collaboration with the UT Research Foundation, UT Health Science Center Office of Research, and other invention-commercialization related organizations.

OBJECTIVE 2

Develop and advance multidisciplinary research teams through internal and external partnerships to promote collaborative research and scholarship.

STRATEGY 2.2.1

Recruit faculty with complementary expertise in areas of strength within the college/campus to build synergy and opportunities in targeted research areas.

STRATEGY 2.2.2

Strengthen programmatic funding opportunities through existing Research Centers and explore opportunities to create additional Centers within the College.

STRATEGY 2.2.3

Advance research infrastructure through capital investment and strategic partnerships.

STRATEGY 2.2.4

Enhance regulatory collaboration with the pharmaceutical industry and the FDA.



OBJECTIVE 3

Strategically evaluate and enhance the UT Health Science Center College of Pharmacy training of graduate students and post-doctoral research fellows.

STRATEGY 2.3.1

Explore opportunities for creating College of Pharmacy summer student internships, early program acceptance, and community outreach at both secondary and post-secondary levels to increase applications from domestic students and enhance diversity.

STRATEGY 2.3.2

Enhance faculty participation in pharmacy-centric graduate-level teaching, journal club, and seminars.

STRATEGY 2.3.3

Develop and integrate awards programs for graduate students and post-doctoral fellows.

STRATEGY 2.3.4

Develop and implement social and professional programs to strengthen an environment of engagement and inclusion of all students and scholars.

STRATEGY 2.3.5

Enhance collaboration with partner units inside and outside of the UT Health Science Center to expand graduate student professional training for those interested in joining the pharmaceutical industry.

Performance Indicators - Enhancing Research, Innovation, and Scholarship

- ✓ Maintain or increase the College of Pharmacy's national research ranking with regard to AACP NIH and total research funding support.
- ✓ Increase the number of NIH training grant applications.
- ✓ Increase graduate student enrollment.
- ✓ At least 90% of research-intensive faculty ($\geq 40\%$ effort in research/scholarship) participate in graduate-level teaching in the College of Pharmacy graduate programs.

PILLAR #3

Innovate Pharmacy Practice and Promote Outreach

GOAL

Address health and health-related needs across Tennessee through innovative pharmacy practice, promotion of outreach, and expansion of strategic healthcare partnerships.

OBJECTIVE 1

Sustain and enhance existing clinical service contracts and extend to other contemporary and innovative pharmacy practice areas.

STRATEGY 3.1.1

Explore, establish, and support innovative sustainable practice site models with financial and human resources.

STRATEGY 3.1.2

Strategically expand community-academic and pharmaceutical industry partnerships across Tennessee and beyond.

OBJECTIVE 2

Foster active engagement in professional organizations.

STRATEGY 3.2.1

Financially support and recognize faculty involvement in scientific and professional communities through service in local, state, national, and international organizations.

OBJECTIVE 3

Publicize College of Pharmacy practice advancement initiatives, accomplishments, and community service.

STRATEGY 3.3.1

Foster effective internal communication on relevant news and accolades.

STRATEGY 3.3.2

Leverage and harness social media capabilities and other strategies to build awareness and prestige of the UT Health Science Center College of Pharmacy faculty, staff, and students.

OBJECTIVE 4

Grow and sustain the number of UT Health Science Center College of Pharmacy-sponsored or co-sponsored continuing professional education (CPE) events to meet the needs of pharmacists and pharmacy technicians in the State of Tennessee and beyond.

STRATEGY 3.4.1

Utilize innovative delivery methods, including podcasts, webinars, and artificial intelligence.



OBJECTIVE 5

Promote the pharmacists' role and engagement by faculty and staff in community service to advance health within the State of Tennessee and beyond.

STRATEGY 3.5.1

Encourage faculty and staff engagement with student organizations to increase public service and community engagement throughout Tennessee.

STRATEGY 3.5.2

Leverage and harness social media capabilities and other strategies to build awareness and prestige of the UT Health Science Center College of Pharmacy, faculty, staff, and students.

STRATEGY 3.5.3

Harness faculty, staff, alumni, and other college stakeholders to engage in the UT Health Science Center College of Pharmacy-sponsored public service and community engagement activities.

STRATEGY 3.5.4

Foster the creation of longitudinal service events.

OBJECTIVE 6

Promote engagement in existing statewide pharmacy practice networks and explore new pharmacy practice interest networks.

STRATEGY 3.6.1

Develop and strengthen existing clinical specialty partnerships and networks.

STRATEGY 3.6.2

Evaluate, expand, and support existing partnerships to promote collaborative practice and research synergy for pharmacy practice advancement.

Performance Indicators - Innovate Pharmacy Practice and Promote Outreach

- ✓ Increase the number and variety of high-quality experiential training sites.
- ✓ Report and promote community service events by College of Pharmacy faculty, staff, and students.
- ✓ Report and promote practice-related grants, contracts, publications, and presentations.
- ✓ Increase the number of full-time faculty engaged within scientific and professional organizations.
- ✓ Sustain or increase number of CPE hours offered annually.

PILLAR #4

Alignment of Resources, Philanthropy

GOAL

Provide sufficient resources to support the faculty, staff, and students and accomplish the college's mission and vision.

OBJECTIVE 1

Strategically evaluate and expand facilities and physical space to meet current needs and support future growth.

STRATEGY 4.1.1

Develop plans to adjust physical capacity on all campuses to accommodate growth and meet the needs of students, faculty, and staff.

STRATEGY 4.1.2

Allocate sufficient funds for ongoing physical space preventive maintenance, repairs, and upgrades.

STRATEGY 4.1.3

Assess IT needs for optimal provision of active learning across all three campuses and provide sufficient recurring funds to invest annually in needed IT maintenance/upgrades.

STRATEGY 4.1.4

In collaboration with the Office of Research and the UT Health Science Center campus, identify laboratory space beyond the confines of the UT Health Science Center College of Pharmacy building for the expansion of its research enterprise.

OBJECTIVE 2

Foster active engagement in professional organizations.

STRATEGY 4.2.1

Align resources with student enrollment across all three campuses.

STRATEGY 4.2.2

Recruit and retain a diverse, inclusive, and highly qualified faculty and staff.

STRATEGY 4.2.3

Promote a culture of empowerment to enhance job satisfaction, buy-in, and meaningfulness.

STRATEGY 4.2.4

Provide support and encouragement for faculty and staff to participate in training and development programs to enhance skills and opportunities for advancement.

STRATEGY 4.2.5

Provide support for and encourage participation in UT Health Science Center programs and resources that promote the mental, physical, and emotional well-being of students, faculty, and staff.



OBJECTIVE 3

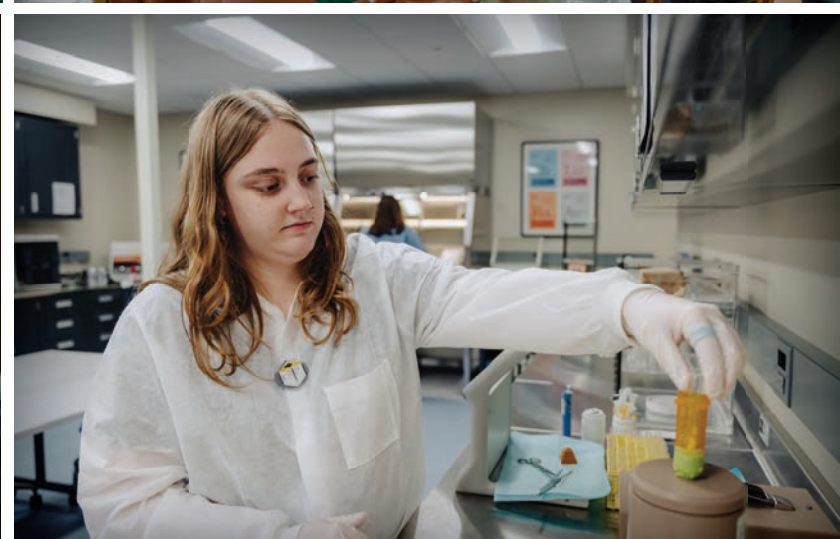
Strengthen financial support for the College of Pharmacy's mission and priorities.

STRATEGY 4.3.1

In collaboration with the UT Health Science Center Office of Advancement, increase gifts to the College of Pharmacy to support scholarships, endowed chairs, research, and other College priorities.

Performance Indicators - Innovate Pharmacy Practice and Promote Outreach

- ✓ Maintain or increase faculty overall satisfaction rating (COACHE data).
- ✓ Maintain or increase staff overall satisfaction rating (McLean data).
- ✓ Maintain annual rate of employee (faculty and staff) turnover below campus rates.
- ✓ Increase number of donors and annual support (gifts) to the College of Pharmacy.







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2024 - 2029

The University of Tennessee is an EEO/AA/Title VI/Title IX/Section 504/ADA/ADEA institution in the provision of its education and employment programs and services.

Healthy Tennesseans. Thriving Communities.