School of Pharmacy & Pharmaceutical Sciences

Five Year Strategic Plan

2019-2024, updated December 2021

Pillars

1. Establish the School of Pharmacy & Pharmaceutical Sciences
2. Provide Exemplary Education
3. Establish & Sustain Transformative Research
4. Empower an Effective Organizational Environment
5. Bolster Financial Resources
6. Advance Pharmacy Practice

Introduction

The School of Pharmacy & Pharmaceutical Sciences, founded in 2020, houses the Departments of Pharmaceutical Sciences and Clinical Pharmacy Practice. Partnerships with the Susan & Henry Samueli College of Health Sciences and the UCI Medical Center are key to the integration of science and clinical practice to transform healthcare.

The strategic planning process began in fall 2019 with a focused retreat to develop the pillars as well as specific goals and tactics, with input from Pharmaceutical Sciences faculty and key staff leaders. The annual update has been drafted by faculty representatives from both departments, with input from all faculty, and will be reviewed by faculty, staff, and student representatives prior to finalization.

Pillar One: Establish the School of Pharmacy & Pharmaceutical Sciences

The SPPS supports UCI's goal of expanding the quality and impact of UCI Health which is an essential component of ensuring the College of Health Sciences provides the full complement of healthcare training and delivery. The school recruits highly qualified and diverse faculty, staff, and students; enhances UCI's capacity for extramural research, provides access to a public pharmacy school education in Los Angeles and Orange counties, and serves the diverse needs of the Orange County region and the State of California.

Specific Goals & Tactics:

1. Achieve full accreditation from the Accreditation Council on Pharmacy Education
2. Grow school faculty according to strategic hiring plan, to reach 49 FTE in 2024
3. Develop synergies with the COHS, UCI, and UCIMC
   a. Develop and deliver didactic and experiential curricular content with the schools of medicine, nursing, and planned school of population/public health.
   b. Reduce barriers and explore continuity in curricular content across UCI campus and with Integrative Health

c. Promote collaborative teaching and research opportunities among faculty
d. Investigate opportunities for joint programs with other schools
e. Secure training grants in translational research
f. Disseminate ongoing research to students, faculty, and staff through organized events and communications channels (e.g., faculty/student research and training retreat)
4. Recruit the best and brightest students from diverse backgrounds
   a. Engage current UCI students
   b. Leverage social media to reach broad and targeted populations
   c. Increase staff resources for student recruitment
   d. Establish a long-term strategy to increase the student pipeline
   e. Find creative ways to attract under-represented populations to each degree program
   f. Encourage faculty to promote the school when giving seminars/presentations at meetings
5. Sustain balance between basic and clinical sciences
   a. Appoint members of both departments to school committees and task forces
   b. Regularly showcase achievements of both departments, through internal and external communications
   c. Represent basic and clinical sciences in SPPS vision and mission
   d. Ensure balanced representation from both departments in school leadership
6. Promote SPPS as Orange County's premiere research-centric school
7. Leverage the UC and UCI Health brands

Pillar Two: Provide Exemplary Education

The SPPS holds the highest standards for achievement in all degree programs (bachelor's, master's, PhD, and PharmD), and delivers unique, integrated, research-focused, and learner-centered education by utilizing multiple learning modalities to foster critical thinking, leadership, and team work in graduates who pursue various professions and fields.

Specific Goals & Tactics:

1. Foster innovative and dynamic undergraduate education
   a. Retain students by monitoring and supporting progression throughout the program
   b. Continue to deliver a student-centered, dynamic curriculum that builds students' skills and knowledge and promotes personal development, positioning them to succeed in the career or graduate school of their choice.
   c. Leverage faculty expertise to integrate research experiences into curricula
   d. Expand scholarship opportunities by promoting undergraduate research mentorship
   e. Implement innovative modalities of teaching that engage different learners and provide multiple learning opportunities, such as self-oriented learning, co-curricular activities, and research.

f. Utilize quantitative and qualitative assessment methods to measure educational effectiveness.
g. Foster undergraduate interdisciplinary research programs

2. Strengthen and expand transformative pharmaceutical sciences graduate education
   a. Expand existing master's program (e.g., create a one-year MSP and develop a new MS concentration)
   b. Create a new master's program to increase competitiveness of graduates in the pharmaceutical job markets
   c. Recruit and retain excellent and diverse students by developing effective, holistic admissions criteria, monitoring and supporting students' progression throughout the program, and leveraging MS programs for a selection pool of PhD candidates
   d. Streamline the existing PhD curriculum; adopt a transformative curriculum that encourages students to apply concepts, work collaboratively, and think beyond the scope of their specific disciplines.
   e. Expand fellowship funding for students by securing external support
3. Educate next generation pharmacists to be leaders in health care
   a. Recruit and retain excellent and diverse PharmD students through holistic admissions processes, monitoring and supporting students' progression throughout the program.
   b. Design and deliver an outcome-based and student-centered curriculum which prepares students to be innovative leaders and effective team members in health care.
   c. Integrate multiple active learning modalities into the curriculum
   d. Incorporate research into the curriculum
   e. Continuously monitor and update the PharmD curriculum to ensure that it reflects the current and projected state of the pharmacy profession
   f. Develop a curriculum that prepares PharmD graduates to provide care in advanced practice models, and as part of an interprofessional team.
   g. Leverage COH to provide strong interprofessional learning
4. Promote career development opportunities to students (curriculum, awards, presentations, research retreats, job opportunities)
5. Support BS-MS-PhD pathway initiative
6. Explore viability of dual degrees such as PharmD/PhD, PharmD/JD, PharmD/MBA

Pillar Three: Establish & Sustain Transformative Research

The SPPS creates and disseminates knowledge and scientific discoveries by promoting exceptional basic scientific, translational, clinical, health policy, and health services research. The school's clinicians and scientists engage their students in research to apply concepts, work collaboratively, and innovate beyond their disciplinary boundaries. By hiring and sustaining premier faculty, the school will inspire intellectual curiosity to expand the scope and scale of research, foster interdisciplinary collaborations, and enable the breakthrough science that ultimately delivers medicines for the most pressing, unmet medical needs.

Specific Goals & Tactics

1. Advance initiatives that create a research-intensive environment
   a. Continuous progress toward strategic faculty hiring goals
   b. Identify and invest in targeted areas of research excellence of importance to society
   c. Promote the establishment of multidisciplinary research programs, e.g. ORU
   d. Foster an atmosphere that promotes and rewards innovation
   e. Identify and acquire research infrastructure that supports both departments (e.g., staff expertise, assistance with proposal documents, record keeping/data tracking for training grants, biostatistics/other clinical research support).
2. Invest in state-of-the-art, accessible research cores and technology
   a. Identify current and future research space and infrastructure needs
   b. Provide shared facilities necessary to support drug discovery and development, including funding for facility manager and staff
   c. Advocate and fundraise for a building that incorporates wet laboratory space
3. Strive to build faculty of world-class research leaders
   a. Recruit the highest-quality junior faculty across departments
   b. Enhance incentives and support for research; e.g., devoted resources and time
   c. Encourage new directions in research by funding seed grants
   d. Diversify the research funding base to expand funded research portfolio
   e. Provide bridge funding to promote continuity and stability
   f. Offer competitive recruitment packages to attract outstanding researchers
4. Grow PhD program in numbers and strength
   a. Attract top tier students
   b. Promote diversity in recruiting PhD students
   c. Increase fellowships for graduate students through endowments
   d. Explore feasibility of training grants
5. Increase sponsorship and participation in national events to strengthen visibility
   a. Increase the endowment to retain and reward high-performing researchers and to recruit outstanding new faculty
   b. Expand philanthropic support by engaging key stakeholder donors to support innovative research and training
   c. Strengthen and diversity external partnerships by promoting school strengths to industry
6. Develop mechanisms to promote cross-disciplinary research
   a. Add to existing or develop new collaborations across UCI department boundaries
   b. Foster and environment of collegiality and openness that promotes partnerships and collaborations within the school and across UCI; e.g., centers, ORUs, research retreats, seminars
   c. Identify support mechanisms for funding interdisciplinary grants

d. Increase faculty nominations for national awards/recognition to increase visibility (awards committee, networking within each discipline)

Pillar Four: Empower an Effective Organizational Environment

The SPPS strives to develop an environment that empowers faculty, students, and staff to reach their highest potential. This will be achieved by developing an inclusive and diverse community; fostering professional development at all levels; creating a collegial relationship between faculty and staff through collaboration – both professionally and socially; and promoting engagement with our community partners to strengthen our brand, idea sharing, and professional offerings to faculty, students, and staff. The goal is to create an engaged, collaborative, and supportive culture for all members of the SPPS community.

Specific Goals & Tactics:

1. Continuous progress on school Diversity, Equity, and Inclusion through work of the Diversity, Equity, and Inclusion Committee
2. Establish efficient and effective governance structures that meet the needs of school and departments.
3. Foster professionalism in a supportive environment
   a. Recruit the very best faculty and staff and develop incentives to motivate and retain people
   b. Promote respectful and professional communication across all levels of the school and foster collaborative initiatives
   c. Develop a transparent and sustainable management system which provides effective operational and strategic leadership
   d. Provide opportunities for personal and professional growth and leadership development of faculty, staff, and students
   e. Facilitate cross-training of staff where appropriate
   f. Sustain a formalized mentorship program for junior faculty in both departments
   g. Promote clear understanding of existing guidelines for faculty tenure/promotion/merits
   h. Establish school operations/SOPs
   i. Maintain a positive climate in the school for all members (faculty, staff, and students)
   j. Support of new and sustain existing inclusive, service-oriented student organizations
4. Foster collegiality among faculty and staff
   a. Create a culture of freedom of self-expression, ownership, and wellness, and encourage innovation and flexibility at all levels
   b. Create a community within the school by organizing joint social, non-work-related events, e.g., holiday gatherings and other events that celebrate different cultures
   c. Issue messaging from the top, direct or symbolic, that stresses the importance of staff to the functioning of the enterprise

d. Create an equitable code of conduct for all members within the SPPS
5. Promote civic responsibility and engagement with community and stakeholders
    a. Promote the visibility and participation of SPPS in the community and media
    b. Leverage and strengthen partnerships and collaborations with professional and corporate stakeholders
    c. Organize events where faculty, staff, and students are engaged, and invite the community
    d. Collaborate with industrial sector on community-wide events

Pillar Five: Bolster Financial Resources

The SPPS sustains a healthy financial state by securing sufficient funds to fulfill its educational, research, and service missions and utilizing resources in support of strategic priorities. The SPPS cultivates and manages multiple funds sources, including state, federal, and philanthropic funds to create a diversified funding portfolio with resources to expand programs and initiatives.

Specific Goals & Tactics:

1. Develop systems to measure and monitor financial health of the school
    a. Review all financial school-specific policies
    b. Ensure efficient use of resources
2. Develop sustainable financial plan for school
    a. Prioritize expenditures in support of strategic initiatives
    b. Monitor budget quarterly and adapt as needed
3. Expand donor base to increase philanthropy
    a. Leverage communications resources such as web, social media, and relationships with local publications
    b. Host community seminar series
    c. Develop opportunities for increasing scholarship/fellowship funds for students, including connecting students with the community
    d. Engage External Advisory Board of community and business leaders focused on developing fundraising opportunities
    e. Incentivize small donations (such as from alumni and community members)
    f. Create endowments
    g. Identify specific items needed to solicit donations
    h. Connect with alumni working in industry; establish a robust system for tracking alumni
4. Build industry partnerships
    a. Identify opportunities for core facilities, contract services, student internships, and corporate education
    b. Identify SPPS liaison/cultivate relationships with UCI Corporate Relations, CEO Roundtable, Research Affiliates, Beall Center, etc.
    c. Faculty connect development staff with corporate external relations partners

5. Establish mechanisms to support faculty across the SPPS
   a. Support clinical faculty through contracts/MOUs with clinics/hospitals and medical groups
   b. Support faculty research through seed funding, bridge funding, and student research support
6. Create opportunities to generate revenue
   a. Encourage development of self-supporting programs by identifying seed funding

Pillar Six: Advance Pharmacy Practice

The SPPS values and fosters promotion of pharmacists' roles in patient care, education, and scholarship.

Specific Goals & Tactics:

1. Augment and expand innovative pharmacy practice models
   a. Support the advancement of pharmacist services in all settings
   b. Continuously advocate for pharmacist scope of practice
   c. Promote opportunities for professional growth
   d. Collect data to leverage the expansion of pharmacist services
   e. Promote practice models that focus on improving health disparities
   f. Promote practice models that focus on personalized, cost-effective treatments
2. Enhance and expand breadth and depth of pharmacy residency training
   a. Provide teaching and research opportunities
   b. Facilitate resident scholarship
   c. Develop a teaching certificate program
   d. Collaborate with pharmacist preceptors to advance rotation opportunities
   e. Investigate infrastructure needed to develop focused PGY1 tracks and new PGY2 programs
3. Evaluate clinical practice collaboration within COHS
   a. Identify areas of need for practice collaboration
   b. Investigate feasibility and desirability of collaborative seminar series
4. Attract and expand affiliated preceptors/volunteer faculty base at UCI Health and beyond
   a. Expand faculty development programs to affiliated preceptors / volunteer faculty
   b. Identify opportunities to recognize excellence in precepting
5. Evaluate opportunities for SPPS to provide service to the surrounding community
   a. Explore feasibility of education for external-to-SPPS pharmacists
   b. Identify public health initiatives that benefit SPPS and the community
   c. Develop outreaches through SPPS student organizations