University of Kentucky College of Pharmacy

Strategic Plan

2021-2026

Vision

To boldly lead collaborative innovation that improves health.

Mission

To provide innovative education, conduct pioneering research, deliver cutting-edge clinical practice, cultivate inclusivity, and lead change to improve health in our communities and beyond.

Values

As a college community we strive to establish an inclusive, healthy, and engaging environment that embraces our core missions of education, research, practice, and community collaboration by:

Encouraging diversity of thought (through collaboration, openness, collegiality, participation, inclusivity, and inspiration).

Nurturing innovation and excellence in all we do (through recognizing new ways of being and doing, promoting measured risk-taking, persevering with rigor, and rewarding thoughtful, forward-thinking change).

Creating a culture of trust and accountability (through respect, empathy, compassion, integrity, accountability, and safety).

Committing to serve and support others (through inclusivity, cultural humility, an unselfish mindset, collegiality, collaboration, wellbeing, and commitment to being service-oriented).

Championing equity and equality (through promoting diversity and embracing cultural differences).

Prioritizing and promoting social and individual wellness (health of community, mental health, physical health, professional health, safety, social wellness, and personal community).

Stewarding our resources (through intentional prioritization of our time, funds, and spaces to maximize returns for strategic goals and minimize investment in non-critical work).

Overview of the Document and Development Process
At the outset of planning, four domain working groups were constituted: Education, Research, Practice, and Community. Each group consisted of faculty from both Pharmaceutical Sciences and Pharmacy Practice and Science, staff, trainees from the Doctor of Pharmacy and graduate programs, and preceptors. Members were nominated and invited by the Executive Council. Groups were co-chaired by a faculty and staff member and were assigned an Executive Council liaison. Representatives from each domain working group shared progress and collected feedback at key timepoints. The capstone of the process was a strategic planning retreat held on May 20, 2021.

Domain 1: Education

Goal 1.1: Maintain and strengthen areas of excellence in the professional and graduate programs.

Concept 1.1.1: Become more accountable for the success of every student.
- Develop the best programmatic assessments to ensure student success.
- Develop plan to maintain and enhance technical excellence (e.g., the 3 Rs: Rigor, Reproducibility, & Responsibility).

Concept 1.1.2: Enhance the relevance of our educational programs to the long-term career success of our students.
- Maintain and enhance intern partnerships.
- Develop relevant graduate certificates.
- Design and implement a plan to provide students with internal and external mentors including alumni mentors.
- Develop an assessment and monitoring plan for career needs.

Concept 1.1.3: Enhance our work in the scholarship of learning.
- Develop an Academic Fellowship program

Goal 1.2: Evaluate new educational programs and commit to resourcing and building those that are appropriate to our missions.

Concept 1.2.1: Finalize a decision to commit to a Bachelor of Science in Pharmacy Sciences.
- Finalize a timeline for program initiation.
- Fully develop partnership with other Colleges as needed.
- Identify Program Director.
- Develop an assessment plan to gauge demand for degree and individual tracks.
- Determine resource needs.
- Complete commitment decision.

Concept 1.2.2: Finalize a decision to commit to a Master of Pharmaceutical Outcomes and Policy (online).
- Determine market need
- Determine feasibility for launch, including hiring needs.
- Complete commitment decision.

Concept 1.2.3: Finalize a decision to commit to a Doctor of Pharmacy (online).
- Assess the impact of online/hybrid instruction on the current model.
- Develop conceptual framework for either honors or accelerated degree.
- Develop timeline for new program initiation.
- Complete commitment decision.

<u>Goal 1.3: Ensure that our graduates are representative of and engaged with our communities.</u>

Concept 1.3.1: Expand "3+4" partnerships with undergraduate institutions.
- Develop a strategy for targeting most impactful partnerships.
- Develop a plan for increasing the number of partnerships.
- Assess impact on Doctor of Pharmacy applications.

Concept 1.3.2: Enhance application and enrollment of students from underrepresented groups.
- Develop a strategy for application targets.
- Develop and implement a strategy for prioritization of scholarships.
- Develop and implement a plan to enhance affordability for students from Historically Black Colleges and Universities (HBCU) and other minority serving institutions.

Domain 2: Research

Goal 2.1: Maintain and enhance national and international leadership in the college's core research disciplines and foci.

Concept 2.1.1: Develop a standing broad-spectrum Research Advisory Group (RAG) to interface with the ADR and the TRAG (goal 2.2.) to set and consistently reevaluate our key core research disciplines and strategic research priorities.

- Identify the COP top six research core disciplines in YR1 to serve as our baseline.
- Conduct annual surveillance and assessment of the top six COP research core disciplines.
- Consider potential changes in core discipline prioritization based on emerging research trends and peer comparators.

Concept 2.1.2: Ensure continued success of CoP core research disciplines via strategic faculty recruitment.

- Establish a standing Faculty Recruitment Committee (FRC) to interface with the RAG (concept 2.1.1.), TRAG (goal 2.2.) and the ADR to develop and implement a consistent, cohesive and strategic faculty recruitment plan.
- Ensure ≥75% new hires over the next 5 years fit either the top six COP research core disciplines, the two identified emerging/new directions (goal 2.4) or clinical translation priority areas (goal 2.3.).

Concept 2.1.3: Develop mechanisms for ensuring adequate resource allocation for supported research disciplines and foci.

- Leverage the RAG to interface with the TRAG (goal 2.2.) and the ADR to develop and implement a strategy for annual assessment of existing research resources, resource needs and resource alignment with research, team-based (goal 2.2.) and clinical translation (goal 2.3.) strategic priorities.
- Develop a sustainable pilot research funding program to encourage, incentivize and advance new strategic research priority areas.
- Develop sustainable 10-year plans for maintenance and replacement all COP major (>$250K purchase value) equipment.

Goal 2.2: Enhance transdisciplinary and team-based research.

Concept 2.2.1: Develop mechanisms and facilitate integration from basic science to community-engaged research.

- Establish a Translational Research Advisory Group (TRAG) to interface with the ADR and the RAG (goal 2.1), establish baseline transdisciplinary and team-based research benchmarks/metrics, strategic priorities and to provide annual surveillance and assessment.
- Improve scientific integration at all levels including but not limited to adding translational/clinical faculty mentors on basic science mentoring/thesis committees, adding

basic science faculty advisors on translational/clinical science mentoring/thesis committees and implementing integrated teams for teaching.

Concept 2.2.2: Prioritize support for transdisciplinary team-based research.
- Leverage the TRAG to interface with the RAG (goal 2.1.) and the ADR to develop and implement a strategy for annual assessment of existing research resources, resource needs and resource alignment with research (goal 2.1.), team-based and clinical translation (goal 2.3.) strategic priorities.
- Develop a sustainable pilot research funding program to encourage, incentivize and advance team-based transdisciplinary research.
- Develop sustainable 10-year plans for all major key infrastructure in COP.

Concept 2.2.3: Modify promotion and tenure guidelines and metrics to reward excellence in transdisciplinary or team-based research.

Goal 2.3: Develop and implement pathways for clinical translation.

Concept 2.3.1: Develop college-wide mechanisms to define priority clinical translation areas and establish the fundamental path for clinical translation in each selected area.
- Leverage the TRAG (goal 2.2) to identify key translational steps, campus/college-level cores/facilitators for key steps where available and develop streamlined guidelines/conduits to these resources for COP faculty.
- Interface with college leadership to work with institutional leaders on addressing identified critical college/campus gaps in clinical translation expertise/infrastructure.

Concept 2.3.2: Develop college-wide mechanisms to integrate T0 (drug discovery), T1 (translation to clinic), T2 (clinical research) and T4 researchers (population, outcomes) and improve consideration of clinical need/outcomes as a driver of discovery/development research projects.
- Leverage the TRAG (goal 2.2) to interface with the ADR and RAG (goal 2.1), establish baseline benchmarks/metrics, establish strategic priorities and to provide annual surveillance and assessment.
- Develop, implement and enable ≥3 impactful exemplary projects in this space.

Concept 2.3.3: Expand the pool of available research faculty in clinical translation priority areas.
- Leverage the standing Faculty Recruitment Committee (FRC) to interface with the RAG, TRAG and ADR to develop and implement a consistent, cohesive and strategic faculty recruitment plan.
- Ensure ≥75% new hires over the next 5 years fit either the top six COP research core disciplines (goal 2.1.), the two identified emerging/new directions (goal 2.4) or clinical translation priority areas.

Concept 2.3.4: Ensure access to sustainable state-of-the-art research infrastructure to support clinical translation.
- Leverage the TRAG to interface with the RAG (goal 2.1.) and the ADR to develop and implement a strategy for annual assessment of existing research resources, resource needs and resource alignment with research (goal 2.1.), team-based (goal 2.2.) and clinical translation strategic priorities.
- Develop a sustainable pilot research funding program to encourage, incentivize and advance new strategic priority areas.
- Develop sustainable 10-year plans for maintenance and replacement for all major clinical translation infrastructure in COP.

Goal 2.4: Build national and international leadership in at least one new research focus.

Concept 2.4.1: Explore the potential to develop a new research program at the intersection of immunology, pharmaceutical control of immune responses, and infectious diseases.

Concept 2.4.2: Explore the potential to develop a new research program at the intersection of antimicrobial stewardship, antimicrobial genome sequencing, and antimicrobial drug discovery.

Concept 2.4.3: Ensure any new research program either leverages core research disciplines/strengths or can be supported through recruitment of new faculty.

Concept 2.4.4: Ensure appropriate sustainable state-of-the-art research infrastructure is present to support any new research focus.

Domain 3: Practice

Goal 3.1: Develop and implement a strategy for providing continuing professional development to alumni and other professionals.

Concept 3.1.1: Develop training mechanisms to enable new pharmacy practices throughout the continuum of care.
- Initiatives may include, but are not limited to, the development and implementation of:
  - Board-Authorized Protocols
  - Credentialing
  - Data management
  - Business practices

Concept 3.1.2: Collaborate with practitioners across the continuum of care to support new pharmacy practices.

Goal 3.2: Advocate to advance the role of the pharmacist as a leader of the interprofessional healthcare team.

Concept 3.2.1: Lead advocacy efforts to secure pharmacist provider status and expanded role as a leader of the interprofessional healthcare team.

Concept 3.2.2: Engage other healthcare professionals and the community in supporting the advancement of pharmacist-provided patient care services.

Concept 3.2.3: Position pharmacists as the leaders in education to reduce vaccine hesitancy in the community.

Goal 3.3: Transform pharmacy practice across the continuum of care.

Concept 3.3.1: Support expansion of pharmacy residencies, with an emphasis on underserved populations.
- Develop and provide a "residency-in-a-box" solution to assist the creation of residency programs where there are not dedicated FTE/Funds/Resources to develop such programs.

Concept 3.3.2: Promote research and scholarship related to evaluation of novel practice and care delivery models that improve medication use and health outcomes.
- Develop and provide a leadership infrastructure for faculty-community partnerships to support practice-based research.
- Recruit and hire a faculty expert in implementation science.

- Leverage artificial intelligence (AI) to improve clinical decision making in practice and to improve supply chain optimization.
- Develop and provide mentorship for student practice-based research.
- Support pharmacy resident research.
- Engage community pharmacy partners in clinical research.

Domain 4: Community

Goal 4.1: Create a framework for substantial growth for inclusion within UKCOP.

Concept 4.1.1: Develop concrete expectations for improving representation within the faculty, staff, and student bodies to grow a supportive, widely inclusive culture within UKCOP.
- Require that all UKCOP community members participate in at least one training or professional development seminar on a DEI topic annually.

Concept 4.1.2: Ensure adequate resources to improve inclusivity and representation.
- Hire staff support for the Chief Inclusion Officer.

Concept 4.1.3: Create mechanisms to improve communication and engagement within the College community.
- Create a Staff Advisory Council.
- Create an Operations Cabinet with employees and student representation from across the college and community faculty to improve communication and build collaboration.
- Define how to create a more connected network of alumni and current members of the college that enhances our community.
- Establish the Community Collaborator Committee (CCC).
- Offer an optional study away program for all students and faculty to increase awareness of and interaction with diverse populations.
- Reach outside our college community and establish local community collaborative relationships with city/county/state to further enhance our DEI efforts.
- Establish partnerships with organizations inside and outside the state (e.g., HBCUs and Minority-Serving Institutions [MSIs]) to further enhance our DEI efforts.
- Develop partnerships with international institutions that can help us grow an inclusive community.

Concept 4.1.4: Improve the diversity, with specific attention to Historically Underrepresented Groups (HUGs) (i.e., Black, Indigenous, People of Color [BIPoC] and Lesbian, Gay, Bisexual, Transgender, and Questioning [LGBTQ]) of UKCOP leadership and UKCOP as a whole by:
- Ensuring percentages of HUGs in UKCOP leadership (cumulatively the Executive Council, faculty and staff supervisors, committee leadership, councils, and administration-selected student leaders) are equivalent to the percentages of HUGs in the UKCOP body.
- Achieving a goal of increasing HUGs in the UKCOP body (and therefore leadership) to 50%.

Concept 4.1.5: Improve communication among PharmD and PhD students to create a greater sense of unity through increased opportunities for collaboration and to create a greater sense of unity.

<u>Goal 4.2: Enhance the cultural competency of our students by increasing the presence of diversity, equity, and, and inclusion discussions in our curricula.</u>

Concept 4.2.1: Require community service and engagement by making Community Service Learning (CSL) a separate, required course in the professional program.

Concept 4.2.2: Develop and implement an optional medical Spanish certificate program for students.

Concept 4.2.3: Evaluate the impact of a Spanish medical proficiency requirement for all students.