

## Strategic plan 2021-2025 goals draft

**Critical issue:** We must adapt our educational programs to meet the needs of learners as they prepare for and enter the dynamic healthcare environment.

**Initiative 1:** Advance the evolution of the PharmD curriculum such that it equips students and graduates with knowledge and skills necessary for success in the changing pharmacy practice environment.

**Goal 1.1:** *Revise entry-level PharmD education program to optimize learning and prepare students for diverse and emerging career opportunities*

*KPI 1:* Review and, as appropriate, revise course content and delivery of PharmD programs to further promote-student engagement and learning

1.1: Promote efficiency and flexibility in ELPD content so that it can be used in a variety of other educational programs.

1.2 Revise in- and out-of-class time, assessment and evaluation of student learning to take into consideration student workload

1.3 Implement learning strategies that maximize active learning and student engagement in class

*KPI 2:* Revise the ELPD curriculum to ensure graduates are prepared to lead and succeed in a changing pharmacy practice environment, incorporating key principles such as leadership, technology, and entrepreneurship

*KPI 3:* Revise the ELPD curriculum and course sequencing to allow students to graduate with areas of specialization. (This will permit students to explore areas of interest through certificates or other coursework.)

*KPI 4:* Develop processes by which students in the entry-level PharmD curriculum could concurrently complete SSPPS MS or PhD programs.

*KPI 5:* Create educational programs that attract a wider range of learners.

**Outcome:** Graduating students will be well prepared for a wider array of current and future career opportunities

**Critical issue:** We need to invest in, and capitalize upon, key strategic areas of importance to our school, including drug development and health outcomes

**Initiative 2: Invest in two or three key research areas of emerging importance in drug therapy**

**Goal 2.1** *Expand the Center for Pharmaceutical Outcomes Research (CePOR)*

*KPI 1:* Recruit additional faculty member(s) to CePOR to sustain current educational programs, expand research and educational enterprises, and to exploit entrepreneurial opportunities.

**Goal 2.2** *Develop an internationally recognized center for small molecule and biologic discovery, pharmacodynamics, precision pharmacotherapy and outcomes*

*KPI 1:* Recruit additional faculty members in the area of drug discovery, biologics and pharmaceutical biotechnology

*KPI 2:* Establish a Center for Drug and Biologic Discovery with state-of-the-art infrastructure which will serve as a campus and system-wide hub for collaboration and development

*KPI 3:* Integrate pharmacodynamics, precision pharmacotherapy and outcomes expertise into the Center for Drug and Biologic Discovery

**Goal 2.3** *Increase research productivity to assure the school is consistently ranked in the top 10 pharmacy schools in terms of research*

**Outcome:** Becoming an academic leader in drug and biologic discovery, precision pharmacotherapy and outcomes will facilitate recruitment of students to and bolster education in all academic programs.

**Critical issue:** Our current culture fosters individual success without necessarily rewarding collaboration and investing in overall organizational health.

**Initiative 3:** Cultivate a fulfilling learning and work environment among our faculty, staff, and students, where individuals are rewarded, and the overall organization thrives.

**Goal 3.1** *Develop a culture where all SSPPS employees are stakeholders in creating a fulfilling work environment*

*KPI 1:* Develop a process to assess well-being and work-related experience of faculty, staff and students.

*KPI 2:* Implement processes to ensure individuals feel appropriately valued and recognized for their contributions

*KPI 3:* Foster a positive work environment that acknowledges and respects the distinct and diverse roles and responsibilities of all stakeholders (i.e., faculty, staff, students, and affiliates).

**Goal 3.2** Implement measures to promote diversity, equity, and inclusion across the School

**Goal 3.3:** *Create a structure and culture that encourages active, collaborative participation from all SSPPS employees in our financial wellness with accountability and flexibility/agility.*

*KPI 1:* Revise promotion and tenure guidelines to apply value to efforts including collaborative initiatives that bring financial health into the organization, e.g., [modify Appendix G criteria of ARPT document](#).

*KPI 2:* Ensure individual staff contributions to financial and operational well-being of the school are suitably recognized.

*KPI 3:* Review and, as appropriate, modify school administrative and committee structure to promote optimal performance and productivity

**Outcome:** SSPPS faculty/staff are provided with incentive to work on behalf of the school, while also realizing individual success. Diversity, equity and inclusion efforts are sustained.

**Critical issue:** The decrease in ELPD student enrollment is causing significant budget shortfalls and depending on one primary source of income is not sustainable.

**Initiative 4: Develop and implement a business model that leads to long term sustainability for the school.**

**Goal 4.1:** *Increase total giving to the SSPPS by 10% annually on average for 5 years*

*KPI 1:* Improve annual giving campaigns

*KPI 2:* Partner with campus Advancement Office to secure funding for major gifts, inclusive of specific projects and programs, including endowed chair positions

*KPI 3:* Make a concerted effort to build relationships with PhD alums to increase their contributions to the school.

*KPI 4:* Work closely with the ALSAM Foundation until it reaches the end of its predetermined lifespan.

**Goal 4.2:** *Develop and take advantage of entrepreneurial activities that prevent future budget shortfalls*

*KPI 1:* Promote increased awareness and opportunities for entrepreneurship within the school and expand our influence across campus

*KPI 2:* Expand entrepreneurial education programs for internal and external stakeholders

1.1: Develop certificate programs in entrepreneurship.

*KPI 3:* Develop an incubator program to foster innovation and development of prototypes, e.g., clinical, devices, diagnostics, drugs, etc.

*KPI 4:* Foster and develop partnerships with external entities (e.g., start-ups, technical partners, education partners) to diversify revenue streams and enhance educational opportunities.

**Goal 4.3:** *Revise programs and initiatives to positively impact revenue models for the school*

*KPI 1:* Evaluate revenue and distribution models in existing and proposed new programs of the school

*KPI 2:* Implement changes to revenue and distribution models as needed

**Goal 4.5** *Collaborate with Anschutz Medical Campus deans and University of Colorado Denver central administration to develop new revenue streams to assist in the financing of the health professions schools.*

*KPI 1:* Engage and promote establishment of working groups from Anschutz Medical Campus schools to identify shared interests and potential revenue streams.

*KPI 2:* Work closely with Central Services to influence fiscal allocations through the campus budget model.

**Outcome:** Our school will continue to prosper.