

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 to equip students and graduates with the knowledge and skills necessary for success in the changing pharmacy practice environment.

Goal 1.1: *Revise the entry-level PharmD (ELPD) 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 promote student engagement and learning

1.1: Enhance 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 ELPD curriculum could concurrently complete SSPPS MS or PhD programs.

KPI 5: Create educational programs that attract a wider range of learners. (Examples?)

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 exploit entrepreneurial opportunities.

Goal 2.2 *Develop an internationally recognized center for small molecule and biologic discovery and development*

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 of new therapies.

KPI 3: Integrate biotechnology, pharmacokinetics, pharmacodynamics, precision pharmacotherapy and outcomes expertise from existing centers into the Center for Drug and Biologic Discovery.

Goal 2.3 *Develop sustainable postgraduate, doctoral and postdoctoral training programs*

KPI 1: Obtain external funding for residents/residency programs, research fellowships, predoctoral and post-doctoral programs

KPI 2: Expand formal mentoring programs to include postdoctoral fellows and residents

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

Critical issue: Our current culture fosters individual success without 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 in which all SSPPS stakeholders are a part of creating a fulfilling work and learning environment*

KPI 1: Develop a process to assess the 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).

KPI 4: Foster a team environment that values engagement and collaborations between faculty, staff and administration to strengthen the school's community

KPI 5: Conduct annual AACF faculty surveys to monitor improvements in relationships between faculty and administration.

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

KPI 1: Acknowledge and seek to address the needs of underrepresented students, faculty and staff.

KPI 2: Provide a safe and supportive environment for persons from diverse backgrounds.

KPI 3: Improve cultural awareness among all members of the SSPPS community.

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.

KPI 4: Enhance transparency of the budgetary process and allocation of funds-to faculty and staff.

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

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: Expand annual giving campaigns

KPI 2: Partner with the campus Advancement Office to secure funding for major gifts, encompassing 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: Continue to 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

2.1: 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

KPI 3: Develop and implement structured pre-pharmacy and related programs with higher education partners that enhance the recruitment and retention of qualified applicants to the Entry Level PharmD program.

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 the 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.