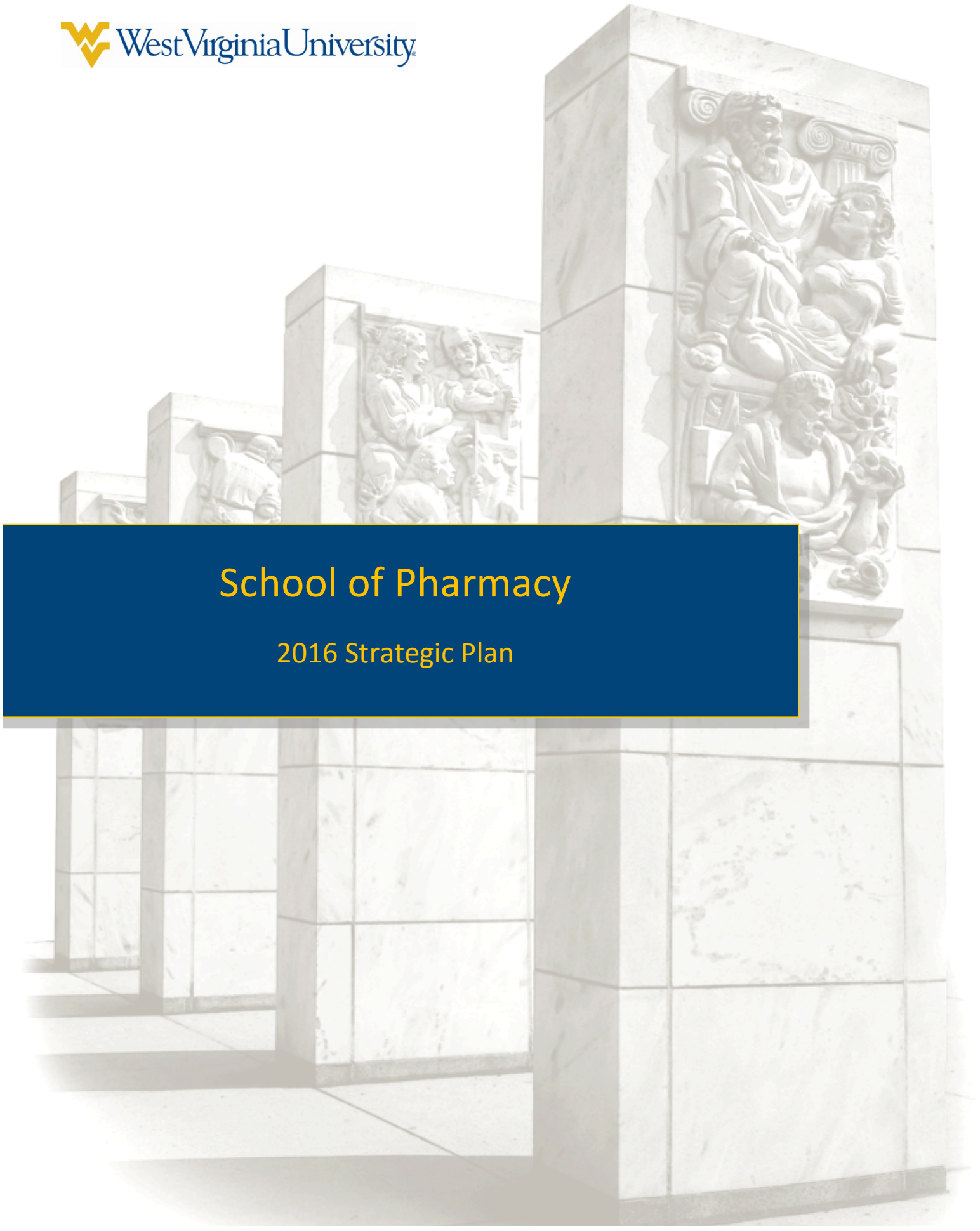

West Virginia University

School of Pharmacy

2016 Strategic Plan

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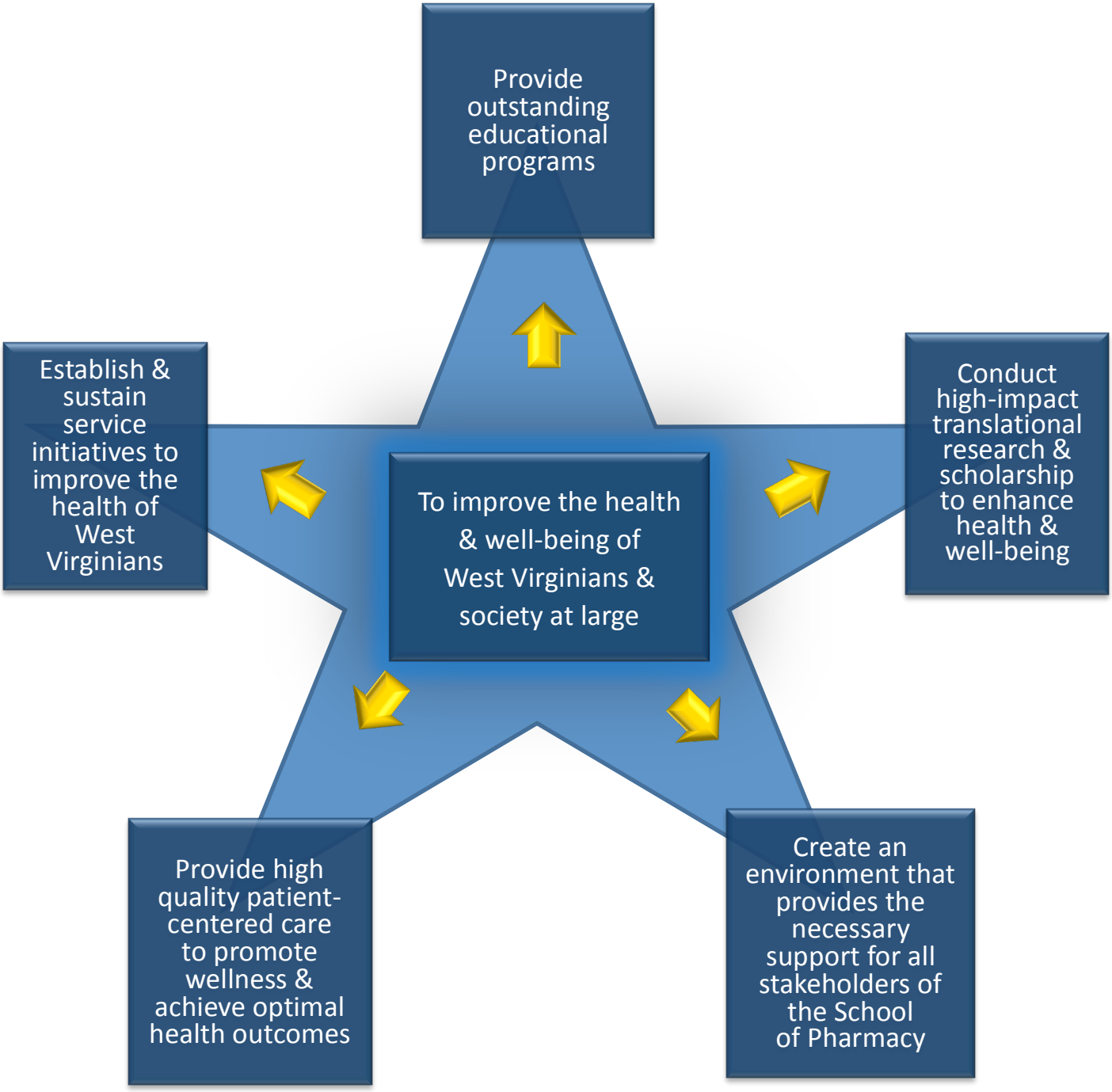
Mission and Strategic Priorities



The Process

Developing the School of Pharmacy strategic plan was a grassroots effort that involved all faculty and staff. Six strategic planning subcommittees were formed that focused on the major priority areas of the School (education, research/scholarship, service, patient care, and infrastructure). Each committee was led be a faculty member and a member of the School's Executive Council, and membership included faculty, staff, students and alumni. Numerous town hall meetings were held throughout the process for faculty and staff to provide feedback to the plan as it evolved. The process, which began in April 2011, culminated in a final vote of approval by the School of Pharmacy in October 2011.

Strategic Planning Subcommittees

Subcommittees	Co-Chairs	Faculty Members	Staff	Students	Alumni
Education	J. Huber M. Stamatakis	M. Abate R. Griffith C. Tworek J. Confer L. Maynor	J. Clutter A. Frame	J. Healy A. Landis	J. Hare
Research	E. Scharman R. Matsumoto	P. Callery Y. Rojanasakul G. Higa U. Sambamoorthi C. Ponte	R. Levelle B. Rager	T. Wilkins M. Cox	R. Sager
Service	G. Baugh S. Madhavan	J. Martello G. Scott D. Vinh A. McMillan G. Garafoli	A. Tucker	M. Plants S. Keefover	K. Reed
Patient - Centered Care	D. Elliott T. Schwinghammer	M. Newton J. Wietholter T. Whetsel C. Terpening D. Slain	S. Kyle-Stump	S. Fields Adam R. Chieco	C. Woodward
Infrastructure	K. Areford P. Gannett	C. Ridgway A. Jacknowitz B. Elswick W. Petros G. Szklarz S. Small J. Kline L. Sooter	D. Kuis A. Newton A. Rittenhouse	J. Jett	E. Keyes

The Process

As part of the process, the School re-affirmed its mission: to improve the health and well-being of West Virginians and society at large by educating students and practitioners to provide optimal pharmaceutical care; conducting vital research that advances scientific knowledge, pharmacy practice, and economic development; and providing direct and supportive services to patients, the community, and the profession.

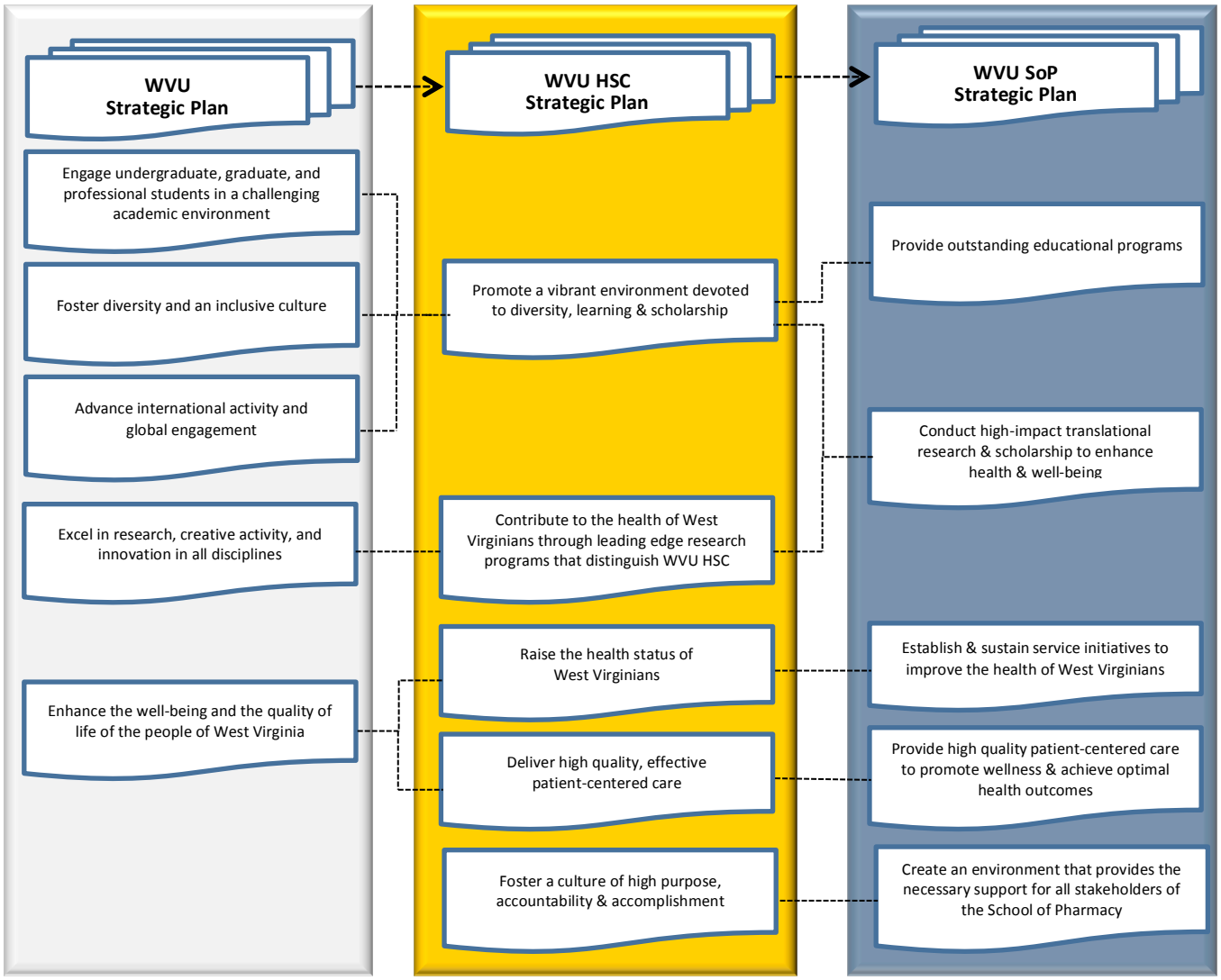
For each of the five priority areas of the School of Pharmacy, goals and objectives were defined. These goals describe what will be achieved by 2016, and the objectives further outline the specific actions that will be taken to accomplish the goals.

In developing the School's strategic plan, it was important to develop mechanisms to measure success. Therefore, indicators and targets were established for each priority area.

The annual implementation plan will further define annual goals that translate into specific projects for the year.

Mapping Back

The WVU School of Pharmacy's strategic plan was developed in direct support of the strategic plan of West Virginia University and the Health Sciences Center. The diagram below depicts the relationship between the three strategic plans.



Strategic Planning

Two Processes

Strategic Planning Process – 5 year process (blue box below)

Operational (or Implementation Plan) – yearly process (yellow box)

Strategic Planning Process

- Ties in directly with 10-year HSC plan
- Reviewed each year, but is not intended to include operational strategies or projects
- Committees comprised of faculty and staff are finished with their portion of the process

Status

☑	Define/validate mission & goals
☑	Assess external and internal environment (SWOT Analysis)
☑	Formulate institutional priorities, goals and objectives
☑	Define indicators and targets
☑	Strategic plan complete

Operational/Implementation Plan

- Annually, projects will be identified that directly support the Pharmacy 2016 Strategic Plan
- Strategies/projects identified from each of the committees will assist in project identification
- The identification and approval of these projects will occur in conjunction with the annual budget process (did not occur this year, but should occur in March of each year)
- Once projects are identified a project manager will be assigned and the project will be tracked via project management software.
- In addition, all project managers will be required to attend a project management class in which a basic project management methodology will be reviewed as well as software functionality.

Status

☑	Strategies/projects identified for FY 2012 (including priority, completion timetable, Executive Council sponsor, project manager)
☑	Financial plan development
☑	Implementation
Ongoing	Monitor/review progress

Education

Provide outstanding educational programs

Goal 1 Deliver a Doctor of Pharmacy curriculum that makes our students highly competitive in professional practice.

1. Provide a curriculum whose structure, content, organization, and outcomes continue to meet the current and future needs of pharmacy practice.
2. Integrate inter-professional education throughout the Doctor of Pharmacy curriculum.
3. Provide a curriculum that permits Doctor of Pharmacy students to pursue areas of professional interests through certificate and dual degree programs or pathways.
4. Work with experiential sites to ensure that all experiential rotations are of high quality and that students add value to the site.
5. Prepare future leaders for the profession of pharmacy.

Goal 2 Optimize the teaching and learning environment to best educate our students.

1. Promote faculty and preceptor development in learning and implementing new pedagogies and using evidence-based approaches.
2. Ensure that the curriculum utilizes effective teaching and learning methodologies.
3. Make proactive changes to the curriculum through continual assessment of student learning and curricular effectiveness.
4. Collaborate with the office of extended learning to develop on-line educational offerings.

Goal 3 Recruit and retain the best Doctor of Pharmacy students.

1. Develop recruitment programs to ensure a diverse, highly qualified student body.
2. Develop remediation mechanisms and support systems to enhance student retention.

Goal 4 Provide a challenging graduate education program that develops successful research careers.

1. Provide relevant and challenging coursework options.
2. Promote interdisciplinary research opportunities focusing on translational research.
3. Develop a Pharm.D./Ph.D. program.

Education

Provide outstanding educational programs

Goal 5

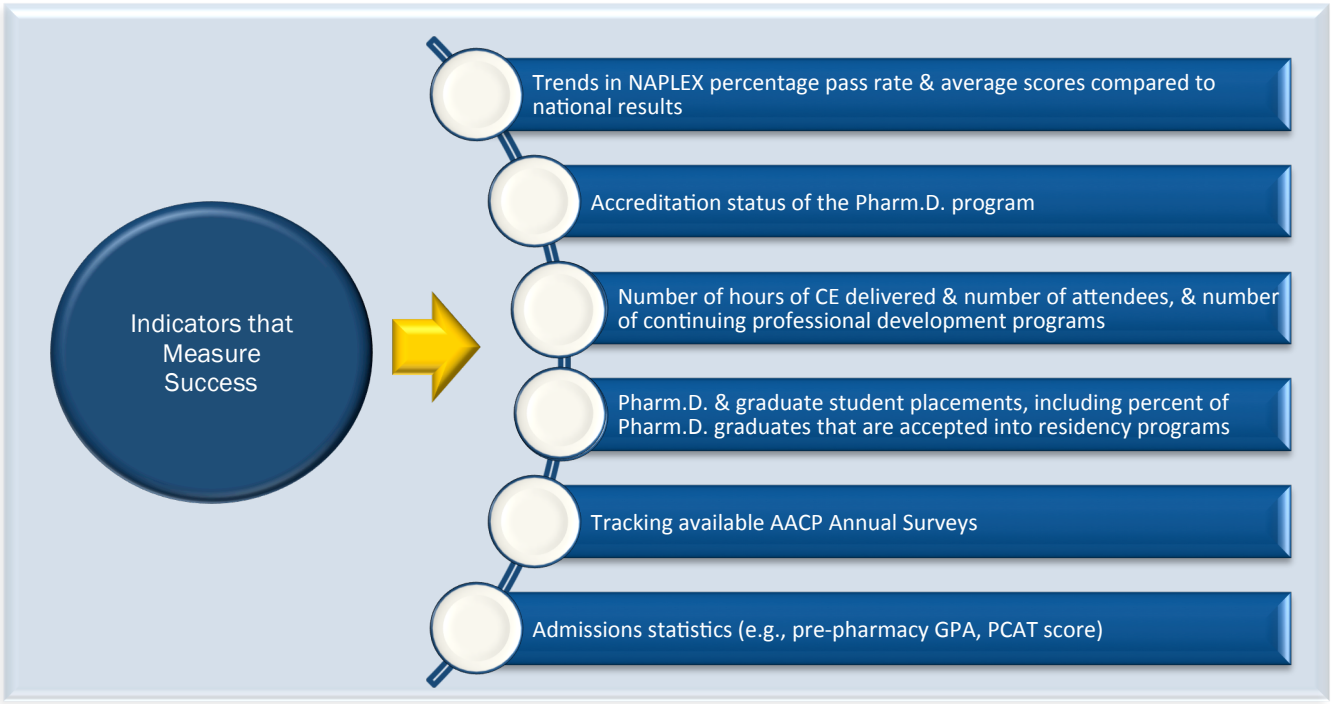
Develop post-graduate training opportunities to expand student career options.

1. Create new post-Pharm.D. residencies and fellowships.
2. Create a Pharm.D./MS administrative residency.

Goal 6

Provide continuing professional development programs, including continuing education (CE), to ensure West Virginia (WV) pharmacists remain current with contemporary professional practice.

1. Design CE programs that are knowledge-based, practice-based, and/or application-based.
2. Collaborate with local and state pharmacy organizations to provide educational programming for WV pharmacists.
3. Educate pharmacists to develop a continuing professional development portfolio.
4. Collaborate with other health care professionals to develop inter-professional educational programs.



Research

Conduct high-impact translational research and scholarship to enhance health and well-being

Goal 1

Create a collaborative culture for research and scholarship.

1. Provide and develop an interdepartmental environment for scholarly interactions.
2. Explore new areas of excellence in the SoP that are collaborative at the University and HSC levels, such as Nano Safety and Drug Discovery.
3. Embrace the scholarship of teaching and learning during curricular development and disseminate research results to advance academic pharmacy.

Goal 2

Promote research and scholarship through nationally-recognized educational and training programs.

1. Provide opportunities for pharmacy students, graduate students, and residents to complete research projects under the mentorship of SoP faculty and HSC colleagues.
2. Expand resources of the Ph.D. program to increase national recognition and competitiveness.
3. Develop and implement post-graduate training and professional development programs.

Goal 3

Invest in a highly effective research infrastructure based on proven best practice models and innovative solutions.

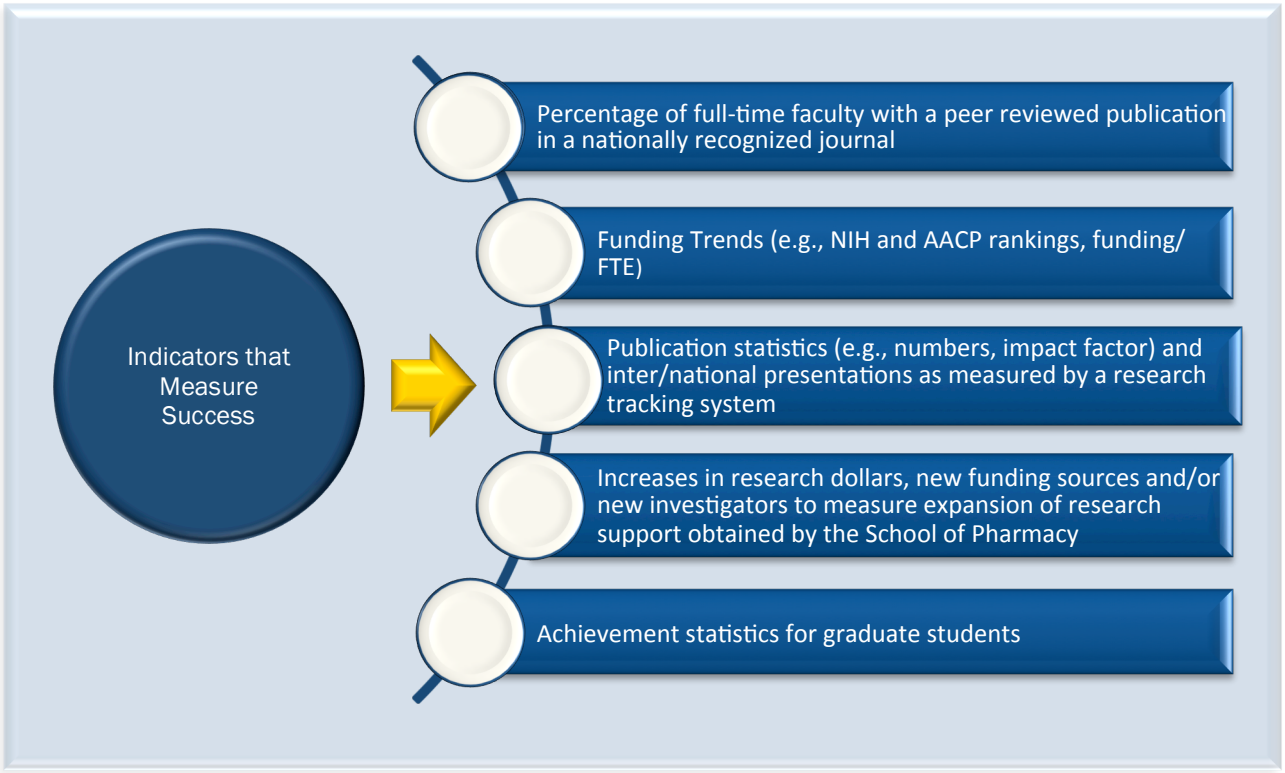
1. Develop and implement clear research policies and procedures.
2. Ensure that all faculty have adequate pre- and post-award support for grant applications.
3. Communicate research and scholarship activities to include intellectual and facility-based resources and funding opportunities.
4. Develop and implement more effective reporting and financial systems to support research activities.

Research

Conduct high-impact translational research and scholarship to enhance health and well-being

Goal 4 Increase extramural funding and diversify our funding portfolio.

1. Increase funding of individual faculty/staff and trainees by pursuing funding opportunities from diverse sources.
2. Increase collaborative and interdisciplinary funding.



Service

Establish and sustain service initiatives to improve the health of West Virginians

Goal 1 **Develop a culture of excellence in the development and maintenance of service initiatives within the SoP.**

1. Position the core and signature initiatives at the SoP for state and national recognition.
2. Set periodic review and reporting requirements for existing service programs to determine purpose and value.
3. Establish clear mission-based standards for review and approval of new service programs.
4. Promote rural health initiatives to improve the health of West Virginians.

Goal 2 **Promote integration of service initiatives across SoP departments and other HSC and WVU entities.**

1. Create integrated service initiatives in the SoP that encompass all HSC Health Professions Schools and WVU campuses.
2. Promote programmatic collaboration and transparency to foster synergy and optimal use of resources.

Goal 3 **Increase service collaborations and partnerships with public and private entities.**

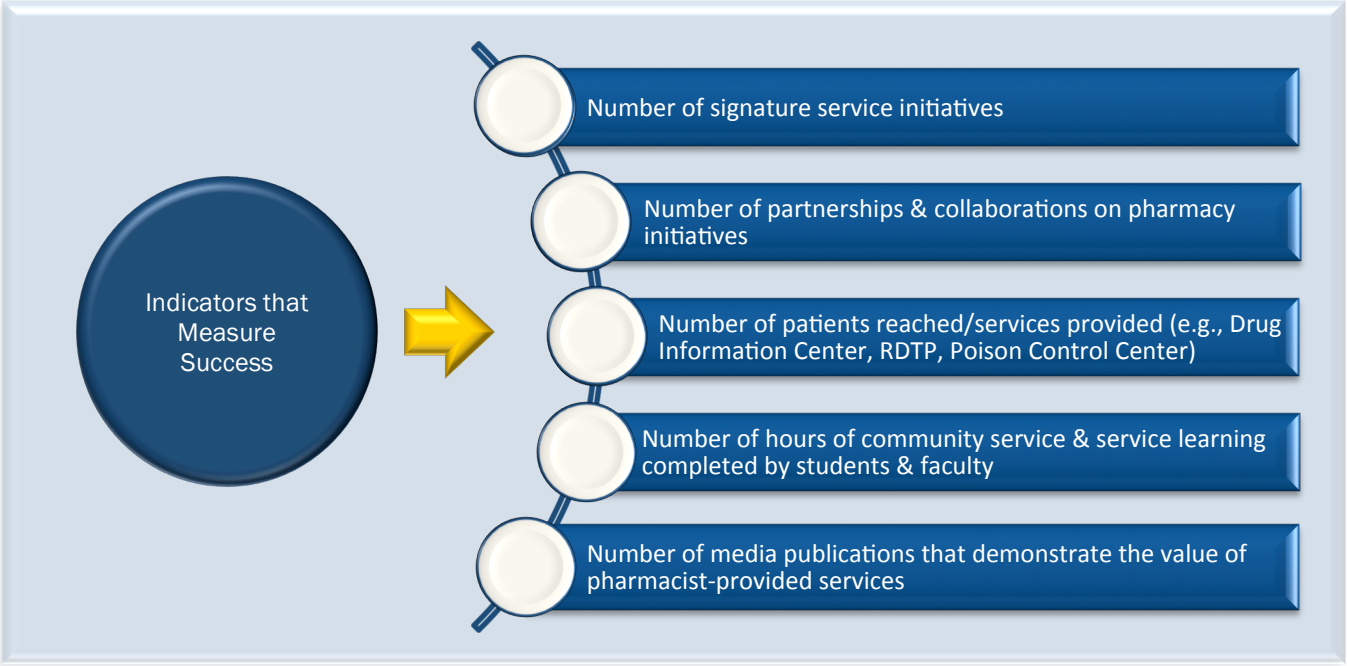
1. Utilize partnerships with professional and pharmacy organizations to collaborate on pharmacy initiatives.
2. Stimulate and incentivize collaboration with public and other private entities within all service programs.
3. Increase faculty, staff, and student participation and leadership roles in state and national professional organizations.

Service

Establish and sustain service initiatives to improve the health of West Virginians

Goal 4 Improve understanding of the value of pharmacist-provided and pharmacy-based services in West Virginia.

1. Publicize and promote service initiatives to the legislature and the public through advocacy and media promotions.
2. Collaborate with other health professionals to demonstrate the value of pharmacist involvement in provision of patient care.



Patient Care

Provide high quality patient-centered care to promote wellness and achieve optimal health

Goal 1 Promote optimal medication use in all practice settings.

1. Empower students as change agents at their experiential sites to improve the safety and effectiveness of medication use.
2. Increase adoption of best practices that promote safe and effective medication use.
3. Take leadership roles on committees or groups that make policy decisions about proper medication use at institutional, state, and national levels.

Goal 2 Be a leader in developing innovative, sustainable practice models.

1. Document outcomes (clinical, humanistic, and economic) from patient care services provided by faculty, residents, and students.
2. Use the Wigner Institute for Advanced Pharmacy Practice, Education, and Research to expand the implementation of innovative practice models throughout West Virginia.
3. Develop and implement a practice plan for clinical specialist pharmacy faculty that ensures compensation for cognitive pharmacy services.
4. Lead the development and implementation of the health education program at the WVU Wellness Center.
5. Prepare pharmacy students to be capable of developing and maintaining sustainable practice models.

Goal 3 Collaborate with patients and other health care professionals to optimize patient outcomes.

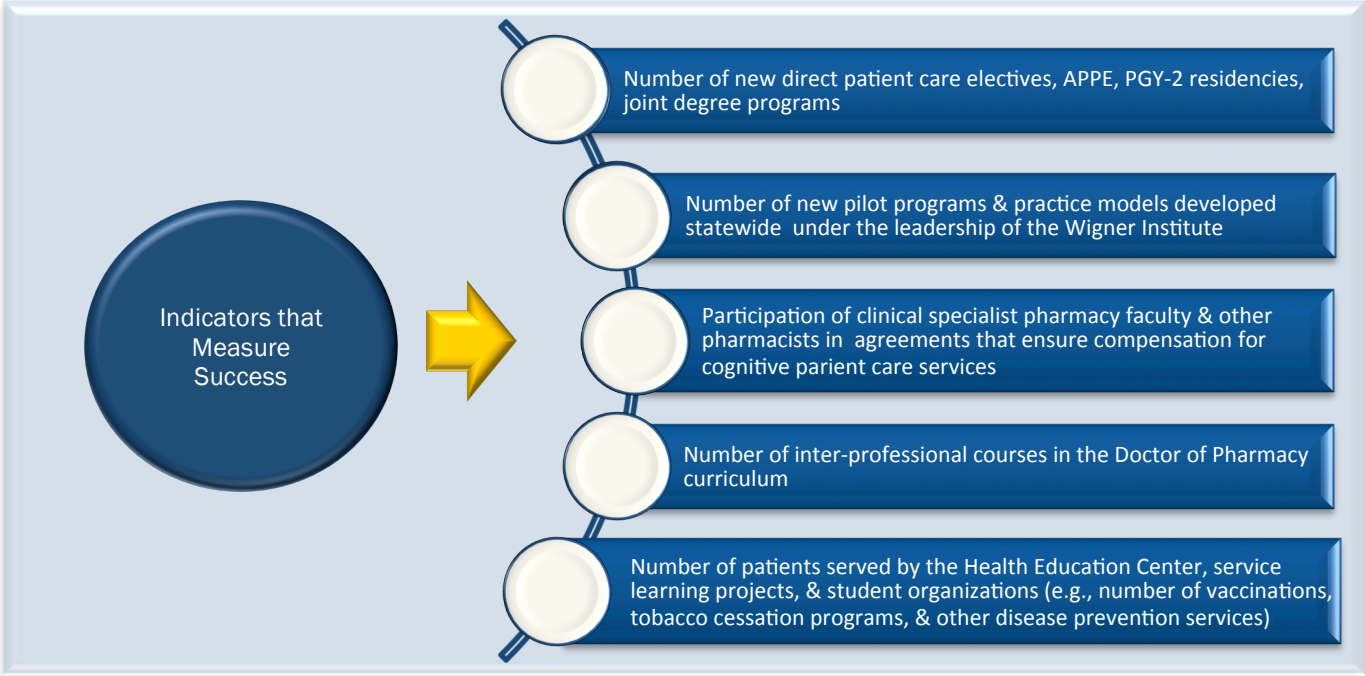
1. Promote collaboration with other health care professionals on scholarly activity related to direct patient care.
2. Establish a model for ambulatory care that employs the medical home model at all HSC campuses.
3. Increase the number of pharmacists providing patient care under collaborative agreements.

Patient Care

Provide high quality patient-centered care to promote wellness and achieve optimal health

Goal 4 **Promote wellness and disease prevention.**

1. Expand the services provided by the Health Education Center throughout West Virginia.
2. Expand the "My First Patient" program to other health profession programs.
3. Provide immunizations, tobacco cessation, and disease prevention services to patients and health care providers.
4. Engage colleagues in other HSC schools to promote wellness and disease prevention.
5. Become an integral part of planning and implementation of the HSC Center for Health Policy.



Infrastructure

Create an environment that provides the necessary support for all stakeholders of the SoP to successfully achieve ambitious goals and maintain accountability

Goal 1

Human Resources: Adopt mission-based deployment of all available resources utilizing a performance management system that recognizes faculty, staff, and unit accomplishments and emphasizes retention.

1. Recruit, hire, and mentor the best faculty and staff and research trainees based on the strategic needs of the school.
2. Create a dynamic and progressive organizational structure to fulfill the mission of the School.
3. Create succession plans for continued programmatic success.
4. Create a culture of engagement and high performance in all mission areas.
5. Participate in HSC initiatives by recruiting clinical-translational faculty.

Goal 2

Information Technology (IT): Increase the effectiveness of the School's information technologies in all mission areas.

1. Integrate new technology into the delivery of the curriculum and administrative School functions.
2. Implement new technologies to optimize connectivity with distance faculty.

Goal 3

Finance: Strengthen the financial position of the School.

1. Utilize sound budget planning and tracking systems to ensure adequate financial support for all mission areas.
2. Conduct facilities needs assessment to guide resource allocation.
3. Institute transparency, accountability, and relevance in the development, reporting, and maintenance of funding at all programmatic levels.

Goal 4

Communications/Marketing: Employ communication strategies to engage all constituents to enhance the reputation of the state's flagship School of Pharmacy.

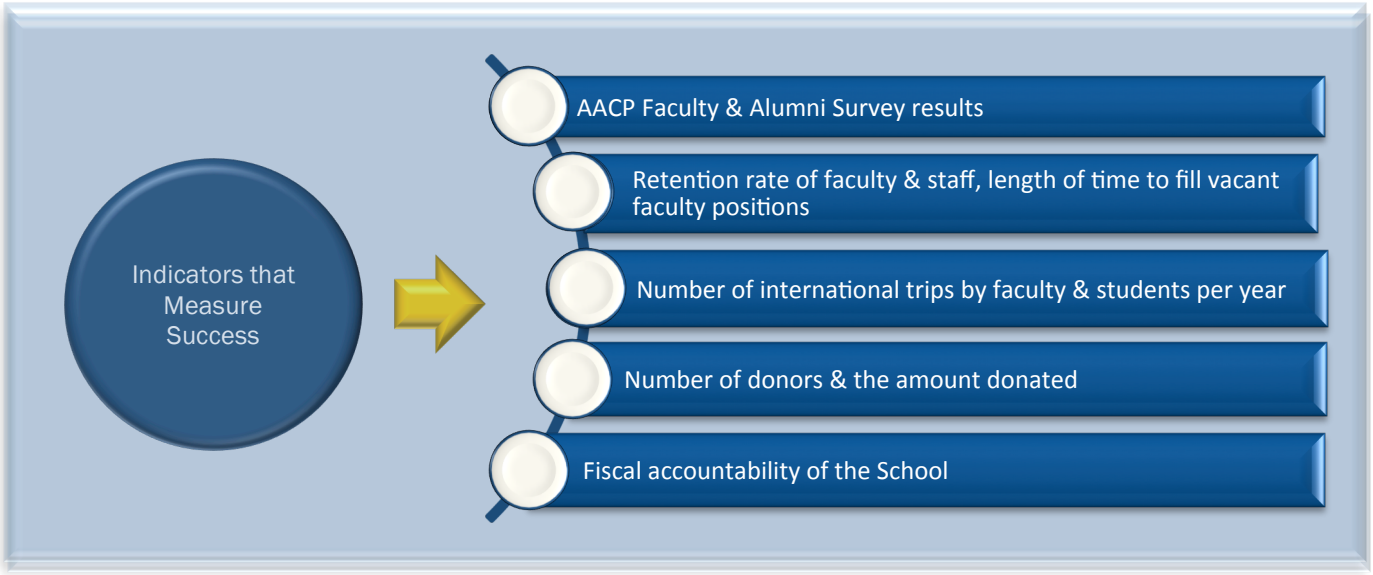
1. Utilize multi-media communication and PR strategies to inform and engage all constituents of SoP initiatives.
2. Utilize effective internal communication methods to build connectivity and relationships amongst professional and post-graduate students, faculty and staff, and campuses.
3. Target key state and national pharmacy and other opinion leaders with SoP news and successes to increase SoP visibility and enhance reputation.
4. Develop programs to celebrate the centennial anniversary of the founding of the School of Pharmacy.

Infrastructure

Create an environment that provides the necessary support for all stakeholders of the SoP to successfully achieve ambitious goals and maintain accountability

Goal 5 **Development: Build resources to create a strong financial position.**

1. Achieve the School goals in WVU's State of Minds Capital Campaign.
2. Secure internal and external capital funds for entrepreneurial initiatives, structural improvements, and recruitment of magnet faculty.
3. Build relationships with current student body (professional and graduate students, residents) to develop the donors of tomorrow.

Goal 6 **Global Engagement: Capitalize on our world-class facilities and infrastructure to participate successfully on the international stage.**

1. Assess existing global initiatives and develop a plan to create new short- and long-term programs.
2. Establish an ongoing relationship with the WVU Office of International Programs to promote globalization of the teaching, research, and service programs of the School.
3. Identify opportunities for international and multicultural experiences for pharmacy faculty and students.
4. Initiate efforts to identify international strategic alliances at both public and private levels.
5. Enhance global pharmacy education through distance learning technology and supporting visiting international scholars.