



PittPharmacy

Excellence Innovation Leadership

University of Pittsburgh
School of Pharmacy

LONG-RANGE PLAN

2016 to 2020

UNIVERSITY OF PITTSBURGH
SCHOOL OF PHARMACY

Mission

The School of Pharmacy is committed to
improving health through
excellence, innovation, and leadership
in education of pharmacists and pharmaceutical scientists,
in research and scholarship,
in care of patients, and
in service to our communities.

*Adopted July 2006
Revised July 2009*

Vision

To be an outstanding school of pharmacy renowned for excellence in
discovery and advancement of science-based use of medicines and
other interventions to enhance the vitality and quality of life.

Adopted July 2006

Values

Integrity guides our daily work.

We foster:

Passion, commitment, and diligence;
Creativity and personal growth;
Collaboration and teamwork;
A culture of respect for the individual.

Adopted July 2006

Our Excellence, Innovation and Leadership Journey

Building, renewing and revising our Long-Range Plan is a journey that began in 2001 and continues to this day in the form of Long-Range Plan 2016-2020. To date, we have forged four long-range plans that have unified the faculty, staff, students, and alumni around goals and their achievement.

From the beginning our plans have been:

- Mission and vision driven;
- Aligned with the strategic direction of the University;
- Highly participative;
- Outcome driven.

In 2015, the University of Pittsburgh embarked on a University-wide strategic planning process for 2016-2020, organized under five priority areas, many of which are similar to previously-articulated School of Pharmacy strategic priorities. In the years ahead, the members of the School of Pharmacy will work with a focus to:

- Be Leaders in Advancing Educational Excellence
- Engage in Research of Impact As a School of Distinction
- Build Healthy and Engaged Communities
- Build Foundational Strength
- Embrace Diversity and Inclusion



The Bubble chart to the right shows the centrality of innovation, which is not expressed as a strategic priority, in each of the strategic priority areas. The color themes of the bubbles throughout the Long-Range Plan show the intermixing of strategic priority areas.

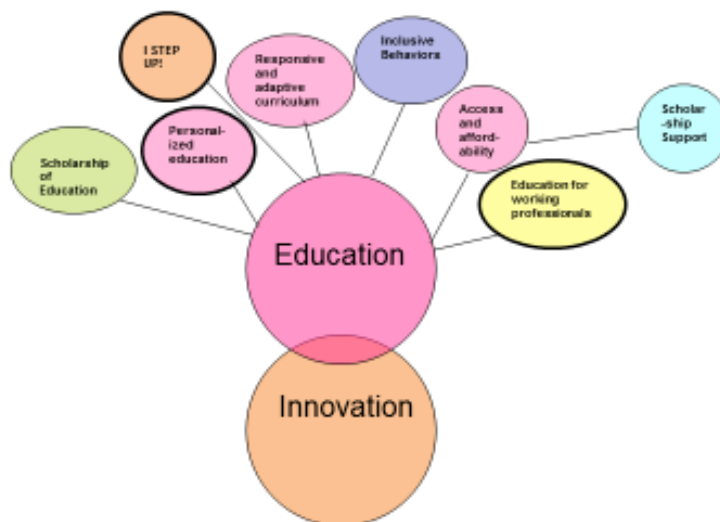
The “we believe” statements associated with each strategic area drive the goals and actions to achieve outcomes.

Measures for yearly tracking of milestones had previously been organized in a dashboard format referred to as “Progress At a Glance” (PAGE). A more detailed “scorecard” is now under development, incorporating new university-required measures of success.

Goal 1: Leader in Pharmacy and Pharmaceutical Science Education

We believe that personalized education will enrich individual student experiences and will better prepare them for success as they navigate the rapidly changing health care landscape and post-graduate environment.

We believe that greater depth of knowledge and understanding positively affects attitudes about pharmacists, pharmacy-centered care, and the use and abuse of medications.



We will:

- **Provide students with a personalized education** that will efficiently prepare them to innovate, lead, and identify opportunities to improve health using clinical and research principles of the pharmacy and pharmaceutical sciences.
 - Develop a personalized approach to academic advising and support strategies that support students as they utilize their own unique strengths, talents, and interests to explore career opportunities and develop expertise.
 - Enrich students through advancement of self-awareness, professionalism, and leadership experiences.
 - Develop structured training and support for faculty mentors for all of our learners
 - Expand opportunities for student research and inquiry
- **Evolve our adaptive and responsive curricula (I STEP UP!)*** to meet practice and research challenges
 - Continue to innovate and embed learning strategies that will propel learners faster to defined levels of mastery. This includes peer-learning, high-fidelity simulations, portfolios, and technology tools.
 - Build and implement educational processes by which students develop and display expertise in problem identification, solving and decision-making

Innovation in **Simulation and Technology in Education and Practice at the University of Pittsburgh!*

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- Educate innovators and entrepreneurs to advance pharmacy and health care, building experiences to engage in real-world challenges
 - Establish courses and programs to develop leaders in development and application of big data analytics
 - Increase engagement of faculty, preceptors and others including teaching assistants in teaching through professional development. .
 - Demonstrate the value of our educational programs through innovative assessment programs
 - **Contextualize learning so that we enhance inclusiveness through language, behaviors and broader understanding of cultures and sensitivities not our own.**
 - Provide students with experiences that develop knowledge, skills, and attitudes consistent with a culture of inclusiveness
 - Provide in-depth experiences with other cultures.
 - **Promote access and affordability**
 - Enhance our recruitment of and maintain our record for retaining students
 - Grow scholarship support for deserving and fiscally challenged students
 - Develop greater flexibility in curricula to enhance affordability
 - Continually evaluate and, when feasible, develop dual-degree, joint degree, combined degree and 3-2 programs for efficiency and value.
 - Create a supportive structure for early and effective academic intervention
 - **Build educational opportunities for working professionals** to acquire knowledge to meet practice and research challenges
 - Select priority areas for courses, programs, workshops, non-degree certificates, badging, micro-credentials and potentially dual-format offerings (CE and/or credit).
 - Develop online and on-site educational programs for international and domestic professionals.

Goal 2: Engage in Research of Impact as a School of Distinction

We believe that the faculty of the School of Pharmacy has expertise to bridge the drug discovery, development, and delivery gap for the chemical to drug transition.

We believe that the promise of personalized medicine will be realized through development and application of big data analytics.

We believe that pharmacogenomics is central to the role of pharmacists in the healthcare team to make personalized medicine a reality for each individual patient.



We will:

- **Identify and engage in strategic research opportunities** in drug development and post-marketing evaluations of medications
 - Achieve focused growth in strategic areas that take advantage and build on current PittPharmacy strengths
- **Lead the data-driven revolution** in the discovery, development and optimal use of medications.
 - Capture the power of “Target Hunter” and the multiple “knowledge bases” of chemical, genes, and drugs to discover and repurpose drugs.
 - Use vast and growing amount of health information to inform therapeutic decisions for the benefit of populations
 - Capture patient-specific medication outcomes and utilized information from electronic health records to identify risk for adverse effects
 - Develop a core with combined expertise to clean, link and extract data, efficiently handle large data and securely store data and personal health information

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- **Develop a translational pharmacogenomics research program** to utilize patient-specific information as a component of personalized patient care
 - Integrate School of Pharmacy faculty into the Personalized Medicine Institute.
 - Establish processes for incorporating pharmacogenomics into new and existing drug use protocols and measuring clinical outcomes
 - Apply pharmacogenomics in the day-to-day practice of pharmacists in collaboration with our health system and community partners.
 - **Position the School to participate in research collaborations** and partnerships with industry.
 - Support research initiatives so as to become “knowledge experts” for campus and external researchers to pursue development of chemicals into drugs
 - Continue and expand initiatives in clinical and translational drug research and education
 - **Extend our global research reach**
 - Develop global research collaborations leveraging technology to benefit the international community
 - Establish bidirectional global exchange and partnerships that are mutually beneficial in areas of research, professional development and practice

Goal 3: Build Healthy and Engaged Communities

We believe that pharmacists, who are among the most trusted professionals, are essential in the prevention and treatment of illness and in the promotion of health and wellness.

We believe that pharmacies can become the home of health and wellness within communities through interprofessional models of care.

We believe that pharmacists must successfully utilize vast and growing amounts of health information to inform prescribing decisions regarding individual patients and populations of patients.

We believe that bringing together expertise and perspectives from many disciplines, including those external to health, sparks innovation and leads to novel pharmacy solutions to health and health care.



We will:

- **Build healthy communities of patients**
 - Partner with health systems including UPMC, pharmacies and pharmacy chains, payers and other entities to continually pilot, implement, evaluate and replicate best practices in pharmacist-based patient care
 - Partner with the University of Pittsburgh to enhance employee health
 - Use vast and growing amount of health information to inform therapeutic decisions for the benefit of individual patients
 - Contributed solutions to America’s prescription drug abuse crisis and improve the safety of the public through policy, research, and patient care demonstration programs.
- **Establish bidirectional global exchange and partnerships** that are mutually beneficial in areas of research, professional development and practice
 - Create global partnerships to promote health, wellness, and the appropriate use of medications through pharmacist-provided care.

- **Reimagine the delivery of health care provided by pharmacists**
 - Expand our pioneering **PittPharmacy Innovations Lab** as the incubator and concept-testing environment through multidisciplinary teamwork with corporate partners.
 - Demonstrate leadership through creative community-based pharmacist innovations, pioneering novel methods of education, research collaboration and implementing sustainable pharmacist-provided care
- **Develop a powerful synergy through enhanced diversity and a culture of inclusion** in and among our students, staff, faculty and communities.
- **Build and strengthen partnerships** with alumni, corporations, foundations, and governmental and non-governmental organizations
 - Expand relationship-building with new graduate alumni
 - Recruit alumni for networking and mentorship for learners
- **Recruit and retain faculty and staff** as our major resource for achieving the goals of the School of Pharmacy
 - Expand development opportunities for faculty and staff.
 - Create faculty mentorship programs

Goal 4: Build Foundational Strength

We believe that the members of the extended School of Pharmacy family are united in our pride in our past and in our ability to shape our future.

We believe that technology can magnify the impact of a single person.



We will:

- **Develop the needed fiscal, physical, technological and other resources** through partnerships with stakeholders and communities to advance our mission
 - Financial
 - Technology
 - Space
- **Use a range of technologies and social media** to optimize communication with future and current students, alumni and other partners
- **Strengthen administrative and operational efficiency** within the School
 - Facilitate processes that are easy, agile and accurate so as to optimize staff and faculty time and financial resources
- **Enhance our internal culture so that we are prepared to partner for mutual benefit**

Goal 5: Embrace Diversity and Inclusion

We believe that a special and powerful synergy will evolve from a diverse community with an inclusive culture.



We will:

- **Assure that inclusion and diversity become part of the context in which we make every decision.**
 - Transform our School climate
 - Enrich student experiences through engagement (See educational initiatives)
 - Attract and retain a diverse University Community - student body, faculty, and staff
 - Expand access from underrepresented communities through targeted programs and support
 - Implement training programs to avoid implicit bias in student admissions, and in faculty and staff searches, recruiting, and hiring.