GOAL: VIABILITY
Ensure the college’s long-term financial success by developing, expanding and implementing revenue-generating initiatives and by growing college resources to exceed annual financial performance expectations of the college and university.

INITIATIVES

Thrive in a performance based budgeting culture
- Attain a more appropriate baseline budget to support the college’s educational mission
  - Present the case to the university administration for rebasing the college budget
- Increase faculty understanding of performance based budgeting and encourage them to be entrepreneurial in ways that support the college
- Study best practices of successful colleges within the university
- Propose multi-year tuition structure plan
- Effectively partner with the UC Foundation to implement a fundraising campaign
- Evaluate and strategically use UGS and UGA dollars
- Invest college reserves in potential revenue generating programs

Transform Resources and Revenue
- Develop and implement an effective faculty workload policy and annual performance review process that clarify the college’s expectations for faculty and maximize faculty contributions in the areas of teaching, scholarship, service and/or clinical practice
  - Develop flexible model with trade-offs (teaching vs. salary release)
  - Set 3-5 year plans and expectations
- Create and evaluate pro forma (business plan, budget, actions, faculty and staff support) and implement revenue generating programs
  - Certificate programs
    - Recruitment/Retention strategy for MS students
    - Work with other Colleges to develop new specialty certificates
  - Online educational programs beginning with a Master of Science in Drug Development Program
    - Need to publicize program and/or leverage to prospective candidates
    - Incorporate curricula that can be modularized into symposiums/workshops
  - CE programs
    - Partner with external partners to market to their pharmacists
    - MTM Program – Certificate for regional Pharmacists
    - Use already recorded lectures as a CE resource for pharmacists
  - Intercollege electives
    - OTC/Drug courses directed at pre-health professions students
  - New degree offerings
    - Complete review of Pre-Pharmacy requirements
    - Explore BS Pharmaceutical Sciences (In-stream, 4+4)
    - Dual Degree and On-Line Options – MBA/PharmD

University of Cincinnati
James L. Winkle College of Pharmacy
Strategic Plan 2016
✔ Align future faculty recruitment with strategic plan that is reflective of future foci
  o Align college foci with the vision/strengths/foci of the AHC and beyond
  o Continue to build into COP core strengths – areas of success
✔ Evaluate allocation of salary release and indirect costs
✔ Evaluate the benefits of uniformity of faculty appointments (12-month vs. 9-month)

Viability Measures
• Increased number of faculty lines
• Moved all faculty lines to General Funds over next 1-2 years
• Secured Operational Expense budget to support educational initiatives
• Implemented multi-year tuition increase (close tuition gap with peer schools)
• Increased revenue by implementing new programs based on successful pro forma
• Met performance based budgeting threshold without cuts
• Grew local fund reserves over 3-5 years
• Increased college revenue from funded research over 2-5 years
• Improved ratings on AACP faculty surveys on workload
• Increased donor giving by percent and amount
• Increased support to the college by external partners for pharmacy practice activities

GOAL: LEARNING
Strengthen and promote the teaching and learning environment of the college to be even more innovative and effective in addressing the changing expectations of a diverse student population.

INITIATIVES

Provide interprofessional education.
✔ Solicit support from the Provost and Academic Health Center Deans regarding faculty time, curricular time, and money
✔ Expand and/or continue current interprofessional education programs (such as the Open School, Faculty Scholars program) with all the Academic Health Center disciplines
✔ Increase the number of opportunities for interprofessional education
✔ Explore a 1-month interprofessional clinic rotation (e.g., UC Forward, the Wellness Collaborative)
✔ Explore curriculum for ideal interprofessional education topics: integration of gerontology, informatics, public health, world health, health literacy, personalized medicine, pregnancy, and pediatrics
✔ Offer more electives or opportunities to take electives
Improve advising structure and mentorship for PharmD and MS/PhD students.
- Effectively enforce progress towards degree
- Revamp structure of qualifying exam and requirements for PhD candidacy
- Develop remediation program for PharmD students
  - Implement peer support structure
- Evaluate potential structure of mentoring program
  - Engage alumni (PharmD, MS, PhD) in mentoring students

Provide opportunities for “Learning for Life” for pharmacists and other health professionals
- Offer continuing education online including certification programs (e.g., MTM, vaccination, physical assessment, clinical trials research, regulatory affairs, “Executive” lecture series)
- Provide local CE programs and then convert to “online” or webinars; reward faculty for doing this

Explore feasibility of extending the UC Honors Program and initiating a College of Pharmacy Honors Program
- Coordinate efforts with undergraduate Honors Program office
- Explore the feasibility of extending the UC Honors Program and initiating a pharmacy Honors Program
- Coordinate how the Honors Certificate will combine with graduate degree
- Current experiential work can easily be converted into required Honors “experiences”

Learning Measures
- Earned full ACPE accreditation with commendations
- Maintained above average state and national NAPLEX and MJPE scores
- Met and/or exceeded national norm results on AACP student, faculty, alumni, and preceptor surveys
- Reduced attrition as measured by years to graduation
- Increased the number of students, faculty, and staff from underrepresented populations to meet or exceed the university’s expectations
- Attained successful graduate program reviews
- Increased the number of CE offerings
- Implemented IPE program that meets ACPE standards
GOAL: DISCOVERY
Energize, invigorate and grow our research and scholarly activity to improve human health and support UC in achieving national and international research prominence by promoting a culture of research and scholarship.

INITIATIVES

Redefine scholarship expectations for faculty in the Winkle College of Pharmacy
- Identify and reduce barriers limiting faculty participation in scholarly activities
- Motivate faculty who currently are not productive in research activities
- Encourage faculty to publish (e.g., scholarship of teaching, PharmD projects, clinical practice)

Increase intra- and interdisciplinary and inter-collegiate research
- Recruit research intensive PharmSci and PharmD faculty
- Define approximately 3 research foci and develop them
- Provide seed money for projects
- Promote a research fair for the College of Pharmacy and our research partners
- Explore incentive programs to encourage growth in funded research

Develop pathways to assist faculty in scholarly activities
- Maximize the use of seed money and bridge funding
- Increase use of UC faculty development grants
- Utilize funding opportunities from professional organizations
- Provide support for faculty to be successful writers

Support all students in scholarly activities
- Emphasize research career pathways for PharmD and MS/PhD students
  - Establish a research career fair
  - Provide summer stipends to PharmD students
- Offer an elective course to teach research methods to PharmD students
- Provide support for students to be successful scientific writers

Discovery Measures
- Increased number of publications and presentations
- Increased percentage of faculty who publish
- Increased number of grant applications submitted and funded
- Increased percentage of faculty who submit grant applications
- Increased student participation in scholarly activities
- Increased number of state, national, and international awards, honors, and recognition
- Increased NIH research rankings
- Increased Academic Analytics rankings
GOAL: VISIBILITY
Transform the experience for all college stakeholders (students, faculty, staff, partners, donors, and alumni) to strengthen the reputation, attractiveness, and stature of the college in the regional, national, and international communities.

INITIATIVES

Improve overall college environment
- Improve teaching spaces to be more attractive, comfortable, and match pedagogy for learning
- Improve first impression through our people and environment

Enhance communication strategies
- Strengthen the IT Committee
- Improve website and its consistency with others on campus
  - Dedicated IT support
  - More flexibility for faculty personal webpages
  - Explore evolving social media
- Update alumni database collection method – capture non-UC email addresses so event information can be shared
- Utilize more effectively the Academic Health Center Public Relations Office
- Develop a new annual “signature” event (e.g., Drake award [CoM], Nightingale awards [CoN])
  - Invite nationally recognized “health” expert as keynote speaker
  - Hold in the spring
- Track and measure inquiries and contacts through all forms of communication

Develop a comprehensive plan to raise awareness and appreciation for the college
- Design effective PR materials and market our college and students to the university and colleges of pharmacy in Ohio and the U.S.
- Encourage leadership and faculty participation in college, university, local, state, and national organizations/activities and publicize same
- Increase national and international visibility, stature, and reputation
  - Identify current national and international activities and see how we can leverage for increased visibility
  - Share information with AACP on their website and in their newsletter
  - Offer certificate programs and distance learning degree offerings for post-graduate international students
- Develop and publish a college report card that highlights the accomplishments of the college
- Identify metrics that support UC2019
- Identify metrics that support the Academic Master Plan
Visibility Measures

- Increased ranking in US News & World Report
- Increased alumni visits, participation, support, and giving
- Increased diversity and quality of student applicant pool
- Increased number of inquiries and contacts through all forms of communication
- Increased state, national, and international student, faculty, and preceptor recognition, honors, and awards
- Improved ratings on faculty, student, alumni, practice partner, and applicant surveys to exceed national norms
- Improvements to our facilities
- Increased invitations and participation in local, state, and national initiatives
- Published and continuously updated college report card