



Strategic Plan 2010—2015

About the College of Pharmacy

The original Rhode Island School of Pharmacy was founded in 1930 on Benefit Street in Providence. The school was transferred to the University of Rhode Island's (URI) Kingston Campus in 1958, and became the URI College of Pharmacy (COP). The College offers the Doctor of Pharmacy (PharmD) as a sole entry-level professional degree. Our College has a renowned history of research and teaching in the pharmaceutical sciences including pharmacology, pharmacognosy, toxicology, pharmaceuticals, pharmacokinetics, medicinal chemistry, pharmacoepidemiology, pharmacoeconomics and the clinical sciences. Within these Pharmaceutical Sciences disciplines, the College offers Bachelors, Masters and Doctoral level degrees.

In the Pharm.D. program students are admitted from high school into a relatively rare 0 - 6 (vs. 2-4) format that permits students to transition to college life without excessive performance pressures in the first two years. There are less than 10 such 0-6 schools in the country which provides a competitive advantage for some of the best pharmacy students applying for entry into the profession. Our primary markets are the Northeastern and Mid-Atlantic states, although we attract students from across the nation including Alaska, California and Washington, as well as several foreign countries. We draw some of the best and brightest students desiring pharmacy as a career and admission to our seat-limited program is difficult. Our average SAT for verbal and math upon admission is approximately 1330 each year. Our corrected GPA average is over 4.0 and our students are involved extensively in extracurricular programs at some of the best high schools. The program attracts over 1200 qualified applicants for each class of 130 students. We also have a focus on increasing diversity and in the last two years greater than 20% of our students self reported being of color.

In 2010, the College launched a Bachelor of Science in Pharmaceutical Sciences (BSPS) curriculum that has become a highly sought after major for incoming students at URI. Currently there are 200 undergraduates enrolled in the 4-year offering. Typical graduates of the BSPS program obtain employment in the biotech and pharmaceutical industries, or continue their education through graduate study. A recently developed collaboration with the Johnson and Wales University Physician Assistant program allows for preferred enrollment into that program and early tracking of prerequisite courses.

The College attracts between \$8 -11 million per year in external funding and is typically ranked in the Top-25 colleges of pharmacy in terms of research funding. Our graduate degree program in the pharmaceutical sciences bring students into contact with world renown researchers exploring solutions to many of society's most pressing health care problems. We train these students for careers in research, in the development of drug products and for higher management in the pharmaceutical industry. Our alumni in graduate programs have gone on to important positions in global health care companies and positions in leading academic and government programs.

The College collaborates extensively with other academic and research programs within URI. For example, Pharm.D. students may concurrently study for a Master in Business Administration (MBA) or Master of Science (MS) degree during their tenure at URI. Several of our faculty members hold joint appointments in other departments, notably in the College of Engineering. These individuals contribute to pharmaceuticals research and the College of Engineering's BS pharmaceutical engineering track.

We care deeply about our student success. We are focused on students and their learning. This is demonstrated by simultaneously bringing our passion for leading edge scientific discovery to the classroom. In addition to our strong teaching and research commitments, our faculty and staff are committed to excellence in public engagement programs. We have award winning geriatric education programs, faculty deeply engaged in homeland security, public health and the interdisciplinary education of other health professionals. We have existing and strong collaborations with Brown University Medical School, Rhode

Islands five Hospital System -Lifespan, Care New England and other hospital providers in the state. We have students engaged in learning with hundreds of teaching partners. Our preceptors teach and mentor in nearly every hospital in Rhode Island and many other practice sites in the community, managed care, primary care physician practices and industry. We are here to develop successful professionals and contributors to the pharmaceutical sciences who will play an important role in society. We are committed to the life-long learning of our alumni and others partners in healthcare disciplines.

The College of Pharmacy building is among the newest and best equipped on the Kingston campus. The 150,000 square foot, \$75M building was opened in 2012 and is part of the “North District” of the Kingston campus. Some key features of the building include (18) advanced biomedical and pharmaceutical science research labs, the Ernest Mario 3D Visualization Auditorium, Advanced Human Patient Simulation Center, a Professional Practice Laboratory, multipurpose teaching labs, an award-winning medicinal garden and a certified Good Manufacturing Process (cGMP) suite.

The state of the art 3D auditorium permits faculty from multiple colleges and disciplines to utilize the latest visualization software to explore anatomy, physiology, biological and chemical compounds and interactions. Students also explore drug action, drug-drug interactions, medicinal chemistry, drug-receptor and genome interactions in 3D. The Simulation Center is an interdisciplinary teaching faculty where nursing and pharmacy students train on high fidelity simulators, with standard patient actors and virtual patients. The cGMP Suite is a catalyst for public-private partnerships for applied research and joint ventures in the pharmaceuticals arena and is designed to complement the economic development mission of the University.

The University has made a substantial infrastructure investment in the pharmacy building. We have the latest classroom capture and tele-presence capabilities in classrooms and conference rooms to help facilitate collaborative teaching arrangements with Brown and Lifespan and other health delivery institutions that could occur live, in real-time via electronic links. This technology permits increased access to teaching and collaborations opportunities in both directions as a result of the travel timesaving and convenience. Technology of this nature is state of the art in academic and business buildings throughout the world and allows us to further our international collaborations in research and graduate education.

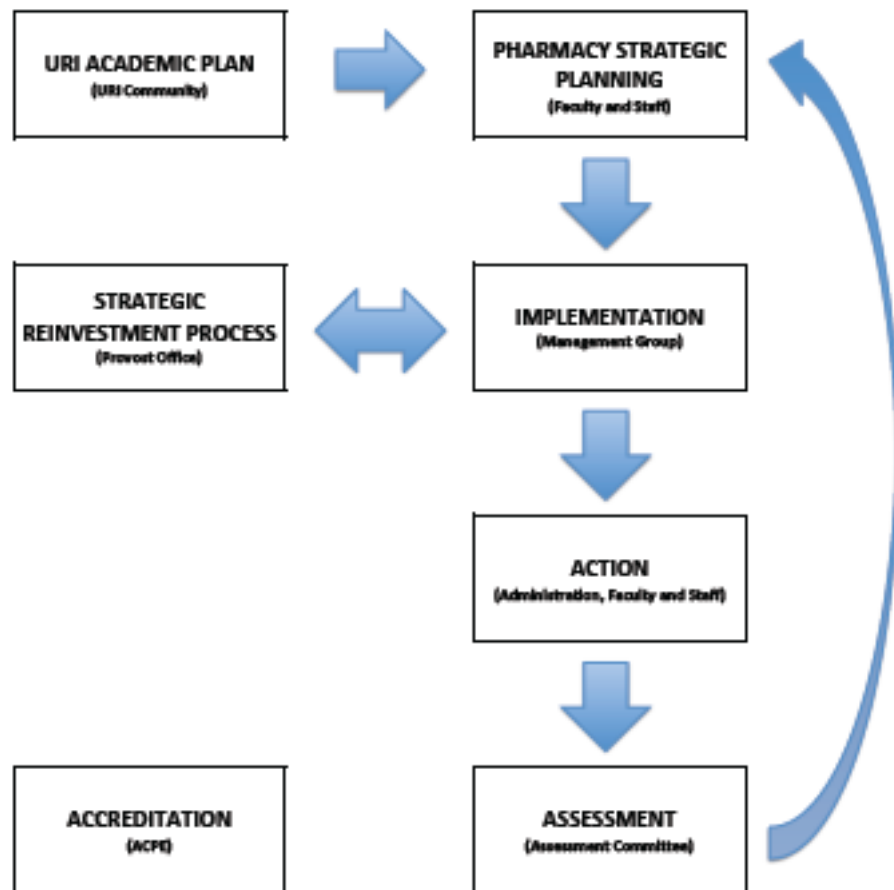
The College is led by Interim Dean Paul Larrat and a Management Committee that consists of the Associate Dean of Academic and Student Affairs, the Associate Dean of Research, and the Chairs of the College’s two academic departments, Pharmacy Practice (PHP) and Biomedical and Pharmaceutical Sciences (BPS). Guidance for the strategic planning process is the responsibility of the Management Committee and involvement in that process cuts across all departments, committees and programs.

The College committee structure is designed to increase shared governance, transparency and effectiveness. In addition to the Management Committee, there are 8 standing committees assisting in the operational leadership of the College and for providing recommendations on direction and policy to the Dean and Management Committee. The committees include Admissions, Assessment, Curriculum, Diversity, Faculty Development, Research and Graduate Education, Professionalism, Scholastic Standing. All faculty members are on at least one College committee and membership commonly includes students and preceptors/alumni.

Finally, the College relies on engagement with a diverse cadre of external partners and stakeholders. A key source of valued guidance is derived from our College of Pharmacy Advisory Board (COPAB). This group of between 15 and 20 accomplished colleagues represents our alumni, preceptors, practice sites, healthcare and industry partners and government agencies. The COPAB meets at least twice a year with College administration, faculty, staff and students and is available for ad hoc assistance with College matters.

The Strategic Planning Process

The College of Pharmacy faculty and staff are responsible for the development and assessment of the College strategic plan. The College Management Committee assumes responsibility for the implementation of the plan. Our strategy is developed to be congruent with the strategic, academic and financial planning efforts of the University.



The URI College of Pharmacy strategic planning process

Although the strategic planning process is a continuous one, there is a well defined 5 year timeframe dictated by the University's Academic Planning efforts. The basic components of the planning process are as follows:

Development of the University Academic Plan: Under the leadership of the President's Office, the URI community develops Values, Vision, Mission, Goals and Objectives as part of a 5-year academic planning process. The process is highly collaborative and transparent, with ample opportunity for both internal and external input. The next iteration of this plan is scheduled for release for the 2016 academic year.

Development of the College of Pharmacy Strategic Plan: Subsequent to the release of the University Academic Plan, the College initiates a process to develop and/or revise its strategic plan. The process is guided by a small, ad hoc strategic steering committee responsible to the Management Committee. Currently, Marilyn Barbour, Kerry LaPlante (chair), Paul Larrat and Norma Owens serve on this group. Generally, the College dedicates time at its two annual retreat days to guided discussion that results in the development (or revision) of a Vision, Mission, Values, Strategic Goals, Objectives and Action Items. Although driven by the

faculty and staff, the College seeks involvement and feedback from external stakeholders. After several cycles of discussion and revision, the plan is voted upon by faculty, published and disseminated. It is important to note that this is not a static process or document, but an evolutionary one. [\[Attachment – URI College of Pharmacy Strategic Plan\]](#)

Implementation of the Strategic Plan: The College Management

Committee assumes responsibility for the implementation of the plan. They provide guidance, support, resources and direction to college committees, departments and individuals as action items are addressed. An extensive Excel spreadsheet, segmented by strategic plan goal, captures progress on these efforts. [\[Attachment – URI College of Pharmacy Strategic Plan Worksheets\]](#) The Management Committee meets with the chairs of each of the standing committees at least annually to review progress on these items, arrange for resources or to modify expected outcomes and timelines. Members of the Management Committee serve as advisors to committees to lend continuity and improve communication both horizontally and vertically.

Interaction with the University Strategic Reinvestment Process: The College strategic plan guides interaction with the Provost Office for the allocation of resources necessary for College strategic needs. The College Dean, in consultation with the College Management Committee, develops an annual budget request that is highly congruent with the University Academic Plan, the College Strategic Plan and is consistent with past reinvestment requests. The Dean presents this request to the Provost Office and in a public forum with Deans of the other Colleges. Finally, the Dean, Associate Dean and Finance Director meet privately with the Provost and University Budget Director to review resource request and discuss progress towards College goals. The Provost provides written comment on College progress as part of his reinvestment allocation letter to each of the colleges.

College committee efforts toward goals and objectives: The College standing committees devise an action plan for addressing objectives specific to committee function. As part of ongoing communication with committee, recommendations for changes to the plan are forwarded to Management Committee for consideration.

Assessment and feedback Assessment of progress towards college goals occurs at several levels. The College Assessment Committee provides essential metrics related to college performance on a continuous basis. Typically, the Assessment Committee chair provides data at each of the monthly college meetings and at the annual retreats. At least once annually, the college at large engages in an assessment activity to evaluate progress and to modify action items where appropriate. This evaluation provides the key information for discussion between the Management Committee and the standing committees and is summarized in the Strategic Plan Worksheets.

Our Vision

The University of Rhode Island College of Pharmacy will lead the way toward effective global health care by: developing innovative teaching practices, advancing research and practice, and merging true entrepreneurial spirit with care and compassion.

Our Mission

The College of Pharmacy fosters a learning-centered, research-oriented educational environment that encourages individuals to make positive life-long contributions to global health. We prepare professional degree students to provide compassionate pharmacist-delivered patient care, and inspire our students through innovative problem-based learning, rich experiential curricula and inter-professional collaboration. We foster a community of scholars who will further the body of knowledge in pharmaceutical, biomedical, and clinical sciences. We strive to improve quality of life: locally, nationally and globally.

Our Organizational Values

Our College community of students, faculty and staff value:

- Service to the local, national and global community
- Integrity and ethical behavior
- Innovation and collaboration in research
- Professional practice & education
- Personal growth through life-long learning
- Diversity and respect for all individuals
- Cultural competence

Our Strategic Plan

University Academic Plan Goal One

Enhance academic quality and value through focused efforts in enrollment planning and strategic investments in teaching and scholarship

College of Pharmacy Goal 1.1: Successful PharmD/BSPS Students:

Expand high quality academics and support systems to ensure the success of our PharmD and BSPS students, positioning URI COP as the first choice school.

We will:

1. Differentiation between BSPS and PharmD programs during the orientation/admission processes and curriculum.
2. Developing a Student Mentoring Program.
3. Use of active team learning across the curriculum.
4. Develop and implement Curriculum Mapping.
5. Deliver of course material through effective teaching that may include technology.
6. Develop and implement an enhanced system for tracking and scheduling of programs, including course scheduling.

COP Goal 1.2: Excellence in Graduate Education:

Continue improving the quality and relevance of our graduate programs and position URI COP as the first choice school for the highest caliber graduate candidates.

We will:

1. Improve funding for graduate students through fellowships and research assistantships.
2. Increase opportunities for of graduate students to present and network in local, national and international scientific meetings.
3. Increase opportunities for of graduate students to present and network in local, national and international scientific meetings.
4. Continue to enhance recruitment processes to bring in quality and diverse pool of graduate students.
5. Provide graduate students with environments and opportunities to be successful in advancing scientific discovery.
6. Develop a formal process for allocating TAs and evaluating their performance.

University Academic Plan Goal Two

Implement a contemporary model of active and collaborative learning and achievement that prepares students for the rapidly changing world of the 21st century.

COP Goal 2: Interprofessional & Experiential Learning:

Promote active, collaborative and experiential learning that prepares students for a rapidly changing health care environment.

We will:

1. Support high quality, innovative experiential learning rotation sites that empowers PharmD students to practice and fully provide pharmacist delivered patient care.
2. Continue to Increase interdisciplinary learning within the PharmD program, through encouragement of participation in courses with students from other disciplines, including the health professions.
3. Implement BSPS internships to enhance experiential learning.
4. Continue to increase active learning through modeling and simulation including opportunities such as pharmacokinetics, patient counseling and disease state management.
5. Create and implement a certificate program in high fidelity simulation.
6. Cultivate relationships with alumni towards providing and participating in opportunities for CPD and pharmacy education.
7. Enhance the opportunity for students to participate in Pharm D residencies and fellowships.

University Academic Plan Goal Three

Work with the Division of Research and Economic Development to promote existing and new interdisciplinary endeavors in faculty and student research, scholarship, and creative work that address major societal challenges and opportunities, add value to the human experience, and expand a new innovation-based knowledge economy.

COP Goal 3: Research Excellence:

Transform our research program to become a center of excellence in strategically identified areas, resulting in influencing the course of research throughout the University and expanding the economic development of Rhode Island.

We will:

1. Create a plan for URI to achieve "excellence" in research.
2. Increase the number of funded awards and contracts to enhance the growth of scientific areas of excellence in the COP and affiliated programs at URI.

3. Improve basic research infrastructure to conduct world-class innovation and research.
4. Create new opportunities for faculty and students to interact with global scientific leaders.
5. Support faculty to improve the quality of diverse scholarship activities.
6. Develop a formal process evaluating TA and Postdoc performance.

University Academic Plan Goal Four

Ensure that students and faculty are equipped with knowledge and experiences to function as responsible and inquisitive global citizens.

COP Goal 4: Faculty Development:

Support faculty development and training so that the College will continue its success in teaching, scholarship, outreach, and professional service.

We will:

1. Improve the existing faculty mentorship program to lead the University in this area.
2. Create a national presence through participation in national efforts, collaborations, conferences, etc.
3. Create a College program that highlights, recognizes and commends faculty accomplishments.
4. Provide faculty with opportunities to develop and enhance their teaching.

University Academic Plan Goal Five

Ensure a campus climate that celebrates difference and creates a rich learning community built upon respect, inclusion, and understanding of issues related to class, race, gender, sexual orientation, ability, religion, and culture.

COP Goal 5: Diversity/Inclusion: Foster a strong diverse community, which expects caring, integrity and respect between all students, faculty and staff in the College.

We will:

1. Ensure student diversity.
2. Ensure faculty and staff diversity.
3. Ensure caring, integrity and respect among students.
4. Ensure caring, integrity and respect among faculty and staff.

University Academic Plan Goal Six

Improve institutional effectiveness, academic quality, accountability, and performance.

COP Goal 6.1: Culture of Excellence:

Ensure a culture of excellence by purposeful development and support of highly skilled, diverse Staff who are empowered, valued and appreciated.

We will:

1. Ensure that staff are involved in all aspects of College planning and program execution.
2. Increase the number of college staff and help find efficiencies that aid them in their allocation of time to various areas of college support.
3. Provide training opportunities for all staff.
4. Develop a formal staff promotion pathway and process.
5. Develop a process by which staff workload distribution and performance support is more equitably distributed across the entire College staff, in support and alignment with staff job descriptions and faculty needs, and ultimately supporting achievement of the College goals.

COP Goal 6.2: Operations & Communications (All Stakeholders):

The College will operate and communicate in a collaborative, effective and transparent manner with all stakeholders.

We will:

1. Enhance faculty meetings to improve communication, information sharing, collaboration, etc.
2. Maximize the use of the strategic plan as “road map” by maintaining an ongoing process of plan & program assessment, reporting and updating, thus ensuring our focus and efforts are targeted to meeting mission and fiduciary responsibilities.
3. Develop closer Alumni and stakeholder relations and communication, to advance our mission and goals.