



COLLEGE OF PHARMACY | STRATEGIC PLANNING

DECEMBER 2019

# College of Pharmacy Strategic Plan 2022



Oregon State University  
College of Pharmacy

# Vision

**Faculty, students, and alumni of the College of Pharmacy lead transformative advances in healthcare improving health and wellness through the discovery, translation, and application of research and scholarship.**

# Mission

**To advance societal health and wellness through leadership in pharmacy education, research, community engagement, and patient care.**

# Critical Factors for Success

Recruit and nurture diverse and high-achieving students, faculty, and staff to address the healthcare needs of a diverse population.

Create professional leaders who advance societal health by building a culture of critical thinking, evidence-based decision making, and interprofessional team-based patient care.

Create scientific leaders whose innovative ideas and strategies advance new options to improve health.

Engage in and disseminate impactful scholarship, ranging from foundational research to applications in patient care to scholarship of teaching and learning.

Equip students and faculty with academic, professional, and leadership skills required to compete successfully and sustain satisfaction, both personally and professionally.

Enhance alumni relationships through a partnership that assures continuing competence, awareness of contemporary practice issues, and engages alumni with faculty and current students for reciprocal benefits.

Establish key partnerships, collaborations and strategic alliances that will advance the mission of the College.

Be Oregon's pharmacy resource advancing healthcare regionally, nationally, and globally.

For more information about this Strategic Plan, contact Tanya Ostrogorsky at [ostrogot@oregonstate.edu](mailto:ostrogot@oregonstate.edu)

# Critical Issue 1



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**Cultivating a Climate in Support of  
Personal and Professional Success**



# Current Situation

**Personal and professional success of students, faculty, and staff is dependent upon cultivating a climate in which all persons are valued, heard, supported, and aware.**

- Valuing all persons and opinions is a dynamic process and required to sustain a welcoming community.
- Hearing contrasting views, concerns, and potential strategies advances our capabilities and results from efforts to engage in active listening.
- Support must be dynamic; adapting each individual's aspirations and challenges in an ever changing personal and professional environment.
- Awareness is dependent on full transparency in processes to create clear understanding of expectations and opportunities.

# Strategic Goal 1.1

## Diversity, Inclusive Excellence, Multiculturalism, and Wellbeing

Create, cultivate, and sustain an open and welcoming community that respects differences and advances diversity<sup>1</sup>, inclusive excellence, and multiculturalism<sup>2</sup>. The personal wellbeing<sup>3</sup> of students, staff, and faculty are valued and prioritized as a key aspects toward accomplishing our mission in advancing societal health.

### Objective 1.1.1

Collaboratively develop a vision of our desired culture of the college in support of diversity, inclusive excellence, multiculturalism, and wellbeing for students, staff, and faculty.

### Objective 1.1.2

Perform a needs assessment related to diversity, multiculturalism, and personal wellbeing of students, faculty, and staff to determine appropriate next steps.

### Objective 1.1.3

Create infrastructure where students, faculty and staff are supported and empowered in academic, social, research, and professional endeavors.

### Objective 1.1.4

Develop and present material that includes concepts and terminology encompassing diversity, inclusive excellence, multiculturalism, and wellbeing and how their significance pertains to the mission and vision of the College of Pharmacy.

### Objective 1.1.5

In partnership with OSU and OHSU campus resources, begin development of a robust Diversity and Inclusive Excellence program that focuses on achieving the goals of the college and meeting the needs of the community.

### Objective 1.1.6

Establish transparent and accountable measures that identify and address the issues of diversity, inclusive excellence, and multiculturalism across all aspects of hiring, recruiting, teaching, service and practice within the OSU College of Pharmacy.

### Objective 1.1.7

In partnership with OSU and OHSU campus resources, begin development of a robust Wellbeing program that focuses on achieving the goals of the college and meeting the needs of the community.

### Objective 1.1.8

Establish transparent and accountable measures that identify and address the issues of wellbeing across all aspects of hiring, recruiting, teaching, service and practice within the OSU College of Pharmacy.

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**1** Definition of diversity: Groups or individuals with differences in culture or background, including, but not limited to, race, sex, gender identity, socioeconomic status, ethnicity, sexual orientation, age, disability, nationality, religion, military status, marital/parental status, professional or life experiences, viewpoint, and communication styles. The term diversity is fluid in that the status and representations of groups shifts over time.

**2** Definition of multiculturalism: more than noticing diversity. Focuses on development of a strong understanding of how power in society can be unequal due to race, gender, sexual orientation, power, and privilege.

**3** Definition of wellbeing: Wellbeing is a state of being comfortable, healthy, or happy. At OSU, we believe wellbeing encompasses attention toward the following key elements: career, social, financial, physical, community, spiritual, resiliency, discomfort, and psychological.

# Critical Issue 2



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**Delivery of Exemplary Pharmacy,  
Post-Graduate, Research, and  
Continuing Education Programs**

# Current Situation

**Transformative leadership in healthcare requires a comprehensive commitment to education that facilitates the discovery, translation, and application of advances in our knowledge to improving health and wellness. An educational continuum throughout the career of each pharmacist and research scientist is required.**

Educational initiatives in support of this commitment must include:

- Selection of individuals with required professional perspectives and academic strengths to advance science and their profession upon completion of their chosen path.
- A progressively challenging curriculum that clearly identifies individual capabilities required to succeed, delivered within a collaborative learning environment.
- Attention to learning strategies that provide all students opportunities to reach their highest potential.
- Opportunities and support for individuals to explore advanced education within their chosen profession or specialty.
- Continuing educational opportunities that enhance existing competence and advance new capabilities to assure currency in a highly dynamic healthcare environment.

# Strategic Goal 2.1

## PharmD Program

Ensure that students have the resources necessary to progress towards degree completion and professional success. Identify and mitigate potential barriers to success, while providing access to appropriate professional and personal development activities.

### Objective 2.1.1

Re-examine, revise as necessary, and implement a recruitment strategy to identify and enroll high-quality prospective students.

### Objective 2.1.2

Re-examine, revise as necessary, and implement processes to formally evaluate didactic courses.

### Objective 2.1.3

Increase visibility of residency and fellowship opportunities, and preparation of students for those opportunities, early and throughout the professional program.

### Objective 2.1.4

Develop a comprehensive plan for Interprofessional Education (IPE) across the curriculum.

### Objective 2.1.5

Evaluate, and redesign if necessary, the scope and content of Introductory Pharmacy Practice Experiences (IPPE) to ensure optimal student preparedness for Advanced Pharmacy Practice Experiences (APPE).

### Objective 2.1.6

Optimize the effectiveness of PAR block and extended APPE year to enhance progression to practice readiness.

### Objective 2.1.7

Explore integration of didactic or capstone coursework into, or in parallel with, selected APPEs in the P4 year.

### Objective 2.1.8

Evaluate and enhance current elective course offerings.

### Objective 2.1.9

Explore elective tracks to develop specific areas of expertise or emphasis that include both didactic coursework and Advanced Pharmacy Practice Experiences.

### Objective 2.1.10

Conduct a workforce analysis to evaluate the competitiveness of our graduates in terms of securing entry-level jobs and develop projections on the future state of the pharmacy workforce in the state of Oregon and the nation.

# Strategic Goal 2.2

## **Pedagogy**

Examine and improve instructional delivery and methods to improve student engagement and achievement of learning outcomes.

### **Objective 2.2.1**

Examine alternative class scheduling strategies and innovative teaching methods (e.g., class length, frequency, the spacing between sessions, time of day, and number of weeks) with the goal of increasing student engagement and facilitating learning.

### **Objective 2.2.2**

Evaluate faculty readiness and curriculum potential to implement alternative effective pedagogy.

### **Objective 2.2.3**

Invest resources to increase support for faculty in course administration, active learning activities, and alternative assessment strategies.

# Strategic Goal 2.3

## Post-Graduate Education

Achieve and maintain excellence in post-graduate education by providing relevant and robust training including graduate and postdoctoral residency and fellowship programs.

### Objective 2.3.1

Improve research infrastructure to ensure graduate students have access to state-of-the-art technology, a modern learning experience, and a competitive start in the job market.

### Objective 2.3.2

Coordinate orientation to institutional and research support protocols, and provision of professional development opportunities for all post-graduate trainees (Residency, Fellowship, M.S., Ph.D., Post-doctoral).

### Objective 2.3.3

Identify additional funding and other resources to support existing residency / fellowship training programs.

### Objective 2.3.4

Design and implement a clear structure to support postgraduate pharmacy education, including the creation of a standing committee and position of Director of Post-graduate Pharmacy Education if appropriate.

### Objective 2.3.5

Expand College-sponsored PGY2 and fellowships.

### Objective 2.3.6

Intentionally seek relationships with industry that can expand and support training opportunities for all post-graduate trainees (i.e. residency, fellowship, masters, doctoral and post-doctoral).

# Strategic Goal 2.4

## Continuing Education

Sustain a preeminent, high-impact, Continuing Education program focused on supporting life-long learning for alumni in dynamic practice environments, while concurrently seeking to address critical educational needs for healthcare professionals and healthcare concerns throughout the nation.

### Objective 2.4.1

Further develop and communicate a business plan for Continuing Education that is fully integrated and defines its relationship with alumni relations, that complements professional education (Pharm.D. and post-Pharm.D.), and that contributes to the vitality and financial health of the College.

### Objective 2.4.2

Activate the Continuing Education standing committee, more clearly defining its role in helping to advance the program through semi-annual meetings.

### Objective 2.4.3

Provide faculty a stronger understanding of Continuing Education efforts and how CE integrates with goals for education and alumni relations to support the mission of the College.



# Critical Issue 3



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**Crafting and Sustaining  
“Distinction”**

# Current Situation

**“Distinction” is an appropriate characterization of the individual and collective accomplishments of students, faculty, staff, and alumni of Oregon State University College of Pharmacy.**

Making “Distinction” visible is wholly dependent upon:

- An empowered, efficient administrative structure that values our traditions of excellence, but reacts nimbly to a dynamic biomedical enterprise
- Operational support and facilities that amplify faculty success in advancing healthcare through scholarship.
- Proactive and sustained efforts to share accomplishments of students, faculty, staff, and alumni.

# Strategic Goal 3.1

## Organizational Structure

Organizational infrastructure should provide robust support to fulfill the College mission, enable shared governance, and facilitate communication.

### Objective 3.1.1

Evaluate, and if needed, reorganize leadership appointments to most effectively support the College mission.

### Objective 3.1.2

Conduct a review of College standing committee structure and function as it pertains to the capacity to support the College mission, enable shared governance, and facilitate communication.

### Objective 3.1.3

Evaluate the roles of individuals providing administrative and faculty support, and develop a plan for optimization.

### Objective 3.1.4

Enhance technology training and support with an objective of creating seamless, high definition, reliable communication.

# Strategic Goal 3.2

## Research and Scholarship

Improve and sustain infrastructure, programming, and faculty support necessary for growth in research and scholarship that impacts societal health.

### Objective 3.2.1

Develop a strategy and timeline to enhance the physical infrastructure of the Corvallis campus to best support advancements in research and scholarship.

### Objective 3.2.2

Implement programs to support success and growth of research programs of faculty, especially mid-career faculty, to support retention.

### Objective 3.2.3

Expand research opportunities and increase research funding to become ranked in the top 25% of research active Colleges of Pharmacy.

### Objective 3.2.4

Identify and evaluate opportunities to create Centers in targeted research areas that support the mission and vision of the College.

### Objective 3.2.5

Evaluate, improve, and sustain computational capacity required to support College research needs.

# Strategic Goal 3.3

## **External Brand Visibility and Reputation**

Branding and external communication strategies should support high visibility for education and training programs, and achievements of faculty, staff, and students in all domains of the College mission and vision.

### **Objective 3.3.1**

Engage external expertise to develop a marketing and communications plan to enhance visibility and branding and highlight college programs, and faculty, staff, and student accomplishments.

### **Objective 3.3.2**

Implement a strategy to improve the profile of graduate and post-graduate pharmacy programs regionally, nationally, and internationally



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