



**Ernest Mario School of Pharmacy**  
**Rutgers, The State University of New Jersey**  
**Strategic Plan 2024-2029**  
**Approved by Faculty Vote November 2023**

The Ernest Mario School of Pharmacy (EMSOP) continues to be recognized as one of the best academic pharmacy schools in the United States. Its vision, as articulated in its strategic plan for 2024–2029, aligns with the Rutgers Biomedical and Health Sciences (RBHS) 2022-2027 strategic plan and shares its broad goals:

RBHS, whose mission areas are now known as Rutgers Health, aspires to be recognized as one of the best academic health centers in the United States, known for its education, research, clinical care, and commitment to improving access to health care and reducing health care disparities. This will be achieved through dedication to elevated standards of excellence and innovation, interprofessional collaboration and integration, and deep engagement with the community.

The Plan also aligns with American Association of Colleges of Pharmacy (AACP) and Accreditation Council for Pharmacy Education (ACPE) priorities for the transformation of pharmacy practice.

### **Mission and Vision**

The Ernest Mario School of Pharmacy is dedicated to excellence in pharmacy, healthcare, and biomedical education; innovative and visionary research and scholarship in the pharmaceutical, biomedical, social, and clinical sciences; provision of safe and effective pharmaceutical care through exemplary clinical practice; innovative and effective interprofessional collaboration in equitable and inclusive education, research, and clinical practice; and community outreach services that address the needs of the diverse citizens of New Jersey and society at large. The new strategic plan is built upon the four pillars that support our mission, vision, and aspirations: teaching, research, clinical practice, and service. Collectively, they promote growth and support excellence in each of these areas.

### **The Strategic Planning Process**

As outlined in this document, the first phase of strategic planning – identifying areas for strategic growth – has been developed with active contributions from faculty, staff, and students across the school. Six preliminary working groups identified key themes, developed priorities, and delivered their recommendations to the School’s Strategic Planning Steering Committee. Working closely with the co-chairs of these working groups,

the Steering Committee developed a draft plan and circulated it to solicit feedback from stakeholders: alumni, faculty, preceptors, staff, and students. The final version of the plan was brought forth to the School's faculty for formal ratification in fall, 2023.

During the solicitation and feedback phase, a framework is being developed to turn priorities into workable, sustainable projects and programs. Working groups will also be created and charged with developing concrete plans, estimating costs and return on investment, maintaining a crosswalk to document progress, identifying measurable outcomes that support recommended priorities, testing the extent of support for identified initiatives, and recommending programs to guide us to action. Relevant implementation groups, task forces, committees, etc. will be developed by the Office of Assessment and the Strategic Planning Steering Committee to address the plan's goals. Over the life of the strategic plan, these working groups will continue to monitor achievements, recommend changes as needed, and report regularly to the Strategic Planning Steering Committee.

**The School of Pharmacy will be an outstanding leader in pharmacy education, research and practice by advancing and fostering excellence in:**

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| <ul style="list-style-type: none"><li>▪ innovative teaching approaches to promote learning within the School and at professional experiential teaching sites.</li><li>▪ scholarship in basic, translational, clinical research, and teaching and learning.</li><li>▪ leadership, innovation, and interprofessional collaboration in education, research, service, and clinical practice.</li><li>▪ assessment and advancement of student learning and academic programs.</li></ul> | <ul style="list-style-type: none"><li>▪ Professional Identity Formation (PIF).</li><li>▪ public service and outreach to the community, including the pharmacy profession, the healthcare community, the citizens of New Jersey, the pharmaceutical industry, governmental agencies, and society at large.</li><li>▪ lifelong learning opportunities for alumni, the professional pharmacy community, and the healthcare community.</li></ul> |
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To achieve its strategic goals, the Strategic Planning Steering Committee will develop and endorse systematic plans, working groups, task forces, and committees, with mechanisms to assess and monitor progress in achieving the plan's goals. These groups will meet regularly with the Steering Committee, the Office of Assessment, and the Dean's Leadership Team to report on the achievement of specific strategic goals.

The Strategic Plan will promote and support:

- Establishment of new roles/relationships and innovative practices to improve healthcare and be a national leader in the transformation of Pharmacy Practice.
- Enhancement of advocacy programs to strengthen a culture of diversity, equity, and inclusion.
- Development and dissemination of innovative educational programs to optimize the

potential of its teaching and learning facilities.

- Continual evaluation of infrastructure to meet the School's and pharmacy profession's evolving needs.
- Increased external research funding awards to build more extensive research programs.
- Broadened visibility and reputation within the state, nationally, and internationally.
- Strong leadership in service to academia, the pharmacy profession, the healthcare community, the pharmaceutical industry, governmental agencies, the citizens of New Jersey, and society at large.

### **Strategic Themes**

The Ernest Mario School of Pharmacy has identified the following strategic themes:

1. Ensure continuous and systematic curriculum review and monitoring for quality and performance improvement.
2. Identify opportunities for continued innovation and advancement in teaching and learning.
3. Continue to enhance the reputation and national recognition of the School.
4. Strengthen research in basic, translational, clinical, and population health sciences, and educational research to support teaching and learning.
5. Continue to enhance integrated clinical practice and maintain innovative collaborative practice sites.
6. Support and sustain a culture of Professional Identity Formation (PIF) within the School.
7. Expand mentoring and professional development of the School's community.
8. Maintain leadership in interprofessional education (IPE).
9. Expand initiatives and resources to support inclusion, diversity, equity, and access (IDEA).
10. Maintain and support innovation and leadership in simulation within EMSOP and across Rutgers Health.
11. Continually develop a multimodal social media presence and external communications to publicize EMSOP's achievements.
12. Sustain administrative services and infrastructure to support strategic priorities.

### **Specific plans support these themes:**

1. Ensure continuous and systematic curriculum review and monitoring for quality and performance improvement.
  - a. Ensure compliance with the anticipated Accreditation Council for Pharmacy Education (ACPE) Standards 2025.
  - b. Focus on improving links among didactic education, advocacy, and experiential education to enhance student preparation for the profession.
  - c. Continue to support strong student input to strengthen curriculum quality improvement.
  - d. Develop a roadmap for clinical faculty recruitment and practice site placement to prioritize areas based on the needs of the curriculum.
  - e. Extend the alignment and integration of organ system content in courses.

2. Identify opportunities for continued innovation and advancement in teaching and learning.
  - a. Explore innovative teaching strategies that incorporate best practices in education and promote scholarship of teaching and learning in pharmacy education.
  - b. Enhance faculty, student, staff, and preceptor professional development.
  - c. Standardize teaching assistants' responsibilities, management, and training.
  - d. Promote outreach and service values/culture in students, faculty, and staff.
3. Continue to enhance the reputation and national recognition of the School.
  - a. Identify emerging new research areas while strategically positioning EMSOP to be nationally and internationally recognized as a leader in those areas.
  - b. Continue to showcase research and clinical practice accomplishments via sponsorship of research, as well as organizational and educational events.
  - c. Encourage and support faculty, staff, and students to pursue leadership roles in the School, Rutgers Health, and professional associations, in advocacy for the profession.
4. Strengthen research in basic, translational, clinical, and population health sciences, and educational research to support teaching and learning.
  - a. Continue to identify, support, and promote collaborative multi-disciplinary research among departments at the School and University in conjunction with enhancing the relationship with the Office of Research.
  - b. Sustain creative funding mechanisms to prime and support high impact-research programs for basic and clinical scholarship.
  - c. Strengthen funding mechanisms for equipment maintenance and replacement.
  - d. Improve the current research infrastructure and utilize available space more efficiently.
  - e. Continue utilizing strategic resources to recruit and retain faculty with diverse backgrounds and experiences in emerging new research areas to support research development.
5. Continue to enhance integrated clinical practice and maintain innovative collaborative care practice sites.
  - a. Develop impactful practice and PIF models that leverage the pharmacist's role on the interprofessional healthcare team to provide safe, effective, and innovative patient care activities through pharmacy practice affiliations.
  - b. Continue to advance pharmacy practice through participation on patient care teams and continue to provide exceptional education to patients, pharmacists, nurses, physicians, and other healthcare professionals at practice sites.
  - c. Enhance care delivery by expanding practice teams and services including aspects of Collaborative Practice, Medication Therapy Management, and other innovative practice models.
  - d. Enhance practice at the regional, state, and national levels through professional pharmacy advocacy.
  - e. Explore and continue to implement new technologies that provide patient-centered pharmacist care.

- f. Prepare students to be exceptional candidates for increasingly competitive and evolving post-graduate opportunities.
6. Support and sustain a culture of Professional Identity Formation (PIF) within the School.
  - a. Promote and continually assess the development of PIF in teaching, research, and service for practicing and training pharmacists.
  - b. Cultivate a culture that integrates PIF into the various aspects of the pharmacist's role in healthcare.
7. Expand mentoring and professional development of the School's community.
  - a. Reinforce faculty and staff mentoring programs and capabilities, using a mirrored design of the RBHS Mentoring Program.
  - b. Promote professional development, advancement, and recognition through faculty mentoring programs which promote excellence within clinical practice, research, teaching, and service, relative to individuals' disciplines.
  - c. Develop facilitator skills for faculty who participate in IPE events.
  - d. Provide support to the Dean, the graduate directors, and the department chairs in developing and implementing faculty hiring goals and succession planning.
  - e. Support student development of future leaders who are professional, committed, and empathetic in their role on the healthcare team, delivering innovative pharmaceutical care to enhance patient outcomes.
  - f. Increase student awareness of career opportunities available within pharmacy practice.
8. Maintain leadership in interprofessional education (IPE).
  - a. Enhance the development and participation of the School in IPE across Rutgers Health.
  - b. Continue to develop and identify current IPE opportunities throughout the curriculum, including existing coursework and dedicated IPE programs, and in accredited continuing education activities.
  - c. Expand leadership roles and develop research opportunities in interprofessional education and practice at the University and nationally.
9. Expand initiatives and resources to support inclusion, diversity, equity, and access (IDEA).
  - a. Ensure that inclusion, diversity, equity, and access principles are embedded throughout the School.
  - b. Expand resources to support IDEA goals for faculty, staff, and students.
  - c. Continue to optimize IDEA within the pharmacy curriculum, including basic science courses, and through community initiatives, partnerships, and research in individual, community, population health, and health equity areas.
  - d. Support an inclusive, equitable, and diverse community of faculty, students, and staff that promotes DEI in scholarship and teaching.
10. Maintain and support innovation and leadership in simulation within EMSOP and across Rutgers Health.

- a. Maintain leadership in the Rutgers Health simulation collaborative, SCARLET (Simulation Collaborative Advancing Research, Learning, Education, and Technology)
  - b. Support, advocate, and evaluate PIF and diversity, equity and inclusion (DEI) initiatives within simulation programs.
  - c. Expand presence in simulation scholarship, including research, presentation, and publication.
  - d. Create innovative simulation approaches for IPE and accredited continuing education activities.
  - e. Develop a plan for achieving program accreditation in the Society for Simulation in Healthcare.
11. Continually develop a multimodal social media presence and external communications to publicize EMSOP's achievements.
- a. Appoint a communications committee with dedicated administrative resources to develop a plan for enhancing the School's visibility through internal and external communications, which showcases accomplishments in teaching, research, clinical practice, and service.
  - b. Evaluate the School's website and social media presence to create a more dynamic and interactive online experience.
  - c. Enhance social media presence (e.g., in LinkedIn) for EMSOP departments to highlight faculty and student research activities and accomplishments.
  - d. Increase networking opportunities with regulatory and accreditation agencies.
12. Sustain administrative services and infrastructure to support strategic priorities.
- a. Explore opportunities and secure funding to optimize pharmacy research facilities and technology.
  - b. Create a plan to address personnel gaps in curriculum delivery and support clinical faculty retention.
  - c. Establish an effective on-site information technology team to support teaching, research, and administrative processes.
  - d. Assess and strengthen staff training and responsibilities to support grant submissions.