

**Ernest Mario School of Pharmacy**  
**Rutgers, The State University of New Jersey**  
**Strategic Plan**  
**2015 -2020 (extended to 2022)**

The Ernest Mario School of Pharmacy aspires to be one of the best academic pharmacy schools in the United States. Its strategic plan for 2015–2020 aligns with the Rutgers Biomedical and Health Sciences (RBHS) 2014 plan and shares its broad goals:

RBHS 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.

**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 education, research, and clinical practice; and outreach community services that address the needs of the citizens of New Jersey and society at large. Over the course of the next five years, the School will achieve greater distinction in each of these areas.

**Four Pillars Support our Mission, Vision, and Aspirations**

- ❖ Teaching
- ❖ Research
- ❖ Clinical practice
- ❖ Service

**The School of Pharmacy will be an outstanding leader in these areas by advancing and fostering excellence in:**

- Teaching and learning in the classroom and at professional experiential teaching sites
- Scholarship in basic, translational, and clinical research
- Leadership, innovation, and interprofessional collaboration in education, research, and clinical practice
- Assessment and improvement of student learning and of academic programs
- Public service and outreach to the community, including the pharmacy profession, the healthcare community, the pharmaceutical industry, governmental agencies, the citizens of New Jersey, and society at large.
- Lifelong learning opportunities for alumni, the professional pharmacy community, and the healthcare community.

**To support these achievements, the School should:**

- Broaden its visibility and reputation at the state, national, and international levels
- Develop and publicize innovative educational programs that maximize the potential of its new teaching and learning facilities
- Enhance its external research funding awards to support more extensive research programs.
- Build its national leadership in service to the community, including academia, the profession of pharmacy, the healthcare community, the pharmaceutical industry, governmental agencies, the citizens of New Jersey, and society at large

**Strategic Themes and Plan**

The faculty and staff of the Ernest Mario School of Pharmacy have developed the following strategic themes:

- ✚ Support curriculum renewal and opportunities for innovation in teaching and learning
- ✚ Enhance reputation and national rankings of the School.
- ✚ Strengthen research in basic, translational, clinical and population health sciences.
- ✚ Continue to enhance clinical practice activities.
- ✚ Augment mentoring and professional development within the School.
- ✚ Enhance the School of Pharmacy's role in RBHS interprofessional education.
- ✚ Augment internal and external communications.
- ✚ Enhance alumni and stakeholder integration.
- ✚ Prioritize administrative services to support strategic priorities in teaching, research, clinical practice, and student initiatives.

**The specific plans that support these themes are as follows:**

- ✚ Support curriculum renewal and opportunities for innovation in teaching and learning.
  - a. Engage faculty in a School-wide effort to review the PharmD curriculum; assess best practices nationally; and modify, change, and enhance courses as warranted.
  - b. Review the PharmD curriculum to ensure alignment with the ACPE Standards 2016, benchmark required and electives courses, and develop proposals as warranted.
  - c. Focus on improving links between didactic education and professional experiential education to enhance student preparation for the profession.
  - d. Explore resources and approaches for innovative teaching strategies and program delivery.
  - e. Solicit student input to strengthen curriculum development.
  - f. Establish open time blocks to provide for school-wide learning and teaching opportunities.
- ✚ Enhance reputation and national rankings of the School.
  - a. Develop a school-wide plan to achieve recognition as one of the top pharmacy schools in the U.S. in external research funding and in overall reputation.
  - b. Encourage faculty and students to deliver presentations, present posters, and attend regional, national and international meetings.
  - c. Encourage faculty and students to pursue leadership roles in professional associations and advocacy for the profession.
  - d. Develop mechanisms to showcase research and clinical practice accomplishments, such as sponsorship of research, organizational, and educational events.
  - e. Mentor faculty in design, implementation, and dissemination of research.
  - f. Assume leadership roles in inter-institutional collaborations such as the Committee on Institutional Cooperation (CIC) working groups.
- ✚ Strengthen research in basic, translational, clinical and population health sciences.
  - a. Appoint an Associate Dean for Research to lead research enhancement at the School and to represent the School on RBHS research initiatives.
  - b. Consider creation of a faculty research committee to work with the Associate Dean to explore critical strategic research needs and opportunities for the School.
  - c. Identify and promote collaborative multi-disciplinary research among departments at the School and other units at the University.
  - d. Maintain a leadership role in developing innovative technologies and pharmaceuticals.

- e. Strategically position the School to be nationally and internationally regarded in core research areas.
  - f. Identify creative funding mechanisms to prime and support high impact research programs.
  - g. Forge closer ties with the Office of Research and Economic Development.
  - h. Assess available research space within the School and in nearby facilities; prioritize repairs and remodeling; identify needed resources.
  - i. Align staff support to assist with grant facilitation, mentoring junior faculty, and liaison with funding agencies and University offices.
  - j. Consider new tenured/tenure track faculty hires in the context of strategic resources to support research development
- ✚ Continue to enhance clinical practice activities.
    - a. Develop creative practice models that leverage the pharmacist's role on the interprofessional healthcare team.
    - b. Continue to provide safe, effective and innovative patient care activities through our clinical practice affiliations.
    - c. Continue to advance the practice of pharmacy through participation on patient care teams and provision of exceptional education to patients, pharmacists, nurses, physicians, and other healthcare professionals at clinical practice sites.
    - d. Enhance delivery of care by expanding clinical practice teams and services including aspects of Collaborative Practice, Medication Therapy Management, and other innovative practice models.
    - e. Pursue innovative clinical research projects aimed at improving patient outcomes.
    - f. Enhance clinical practice at the regional, state, and national level through practice guideline development and publication dissemination.
    - g. Utilize innovate practice models to prepare students to be exceptional candidates for competitive post-graduate employment.
- ✚ Augment mentoring and professional development within the School.
    - a. Assess current mentoring and professional development practices in the School.
    - b. Align faculty and staff development programs with the four pillars which support our mission, vision, and aspirations: teaching, research, clinical practice, and service.
    - c. Establish a School-wide mentorship program for all faculty, enhancing the collaboration between junior and senior faculty and faculty from different departments.
    - d. Participate in the RBHS faculty mentoring initiative and the Master Educators' Guild.
    - e. Provide support to the Dean, the graduate directors, and the department chairs

- in developing and implementing faculty hiring goals and in succession planning.
- f. Support student development as future leaders who are professional, committed, and empathetic in their role on the healthcare team delivering innovative pharmaceutical care to enhance patient outcomes.
- ✚ Enhance the School of Pharmacy's role in RBHS interprofessional education.
    - a. Enhance interprofessional opportunities for PharmD students.
    - b. Work closely with other RBHS units to develop curricular and co-curricular interprofessional opportunities with units in RBHS and other health-related programs at Rutgers.
    - c. Take leadership roles and develop research opportunities in interprofessional education and practice at Rutgers and nationally.
    - d. Work closely with other RBHS units to develop accredited interdisciplinary continuing education activities.
  - ✚ Augment internal and external communications.
    - a. Appoint a communications committee, charged with the development of a plan for enhancing the School's visibility through internal and external communications about accomplishments in teaching, research, clinical practice, and service.
    - b. Improve the existing website and social media presence to create a more dynamic and interactive online experience.
    - c. Schedule regular School-wide faculty/staff meetings to provide opportunities for open discussion.
    - d. Hold regular meetings of senior faculty and administrators to plan and assess progress with strategic priorities.
  - ✚ Enhance alumni and stakeholder integration.
    - a. Strengthen ties with alumni and other stakeholders through enhanced communications and consistent outreach efforts involving School faculty and staff and students.
    - b. Bring together faculty with the Rutgers Foundation Development Office and Alumni Relations to enhance engagement with alumni and other stakeholders.
    - c. Foster the transition of students in the PharmD program to active and engaged alumni.
    - d. Expand and enhance the experience and stewardship of our donors.
    - e. Promote public and private partnerships with governmental agencies, healthcare systems, industry, and patient advocacy organizations to serve the community, enhance the School's visibility, and extend resources to support teaching, research, clinical practice, and service.
  - ✚ Prioritize administrative services to support strategic priorities in teaching, research, clinical practice, and student initiatives.

- a. Assess and strengthen effective and efficient administrative processes; clarify lines of responsibility for administrative processes; and increase awareness of each working unit's responsibilities and accomplishments.
- b. Assess and ensure reliable and responsive technical support for teaching, research, and administrative processes.
- c. Charge an administrative staff committee with responsibility for regular exchange of information, dissemination of policy and procedure guidelines, and creation of a collegial environment for all administrators in the School.