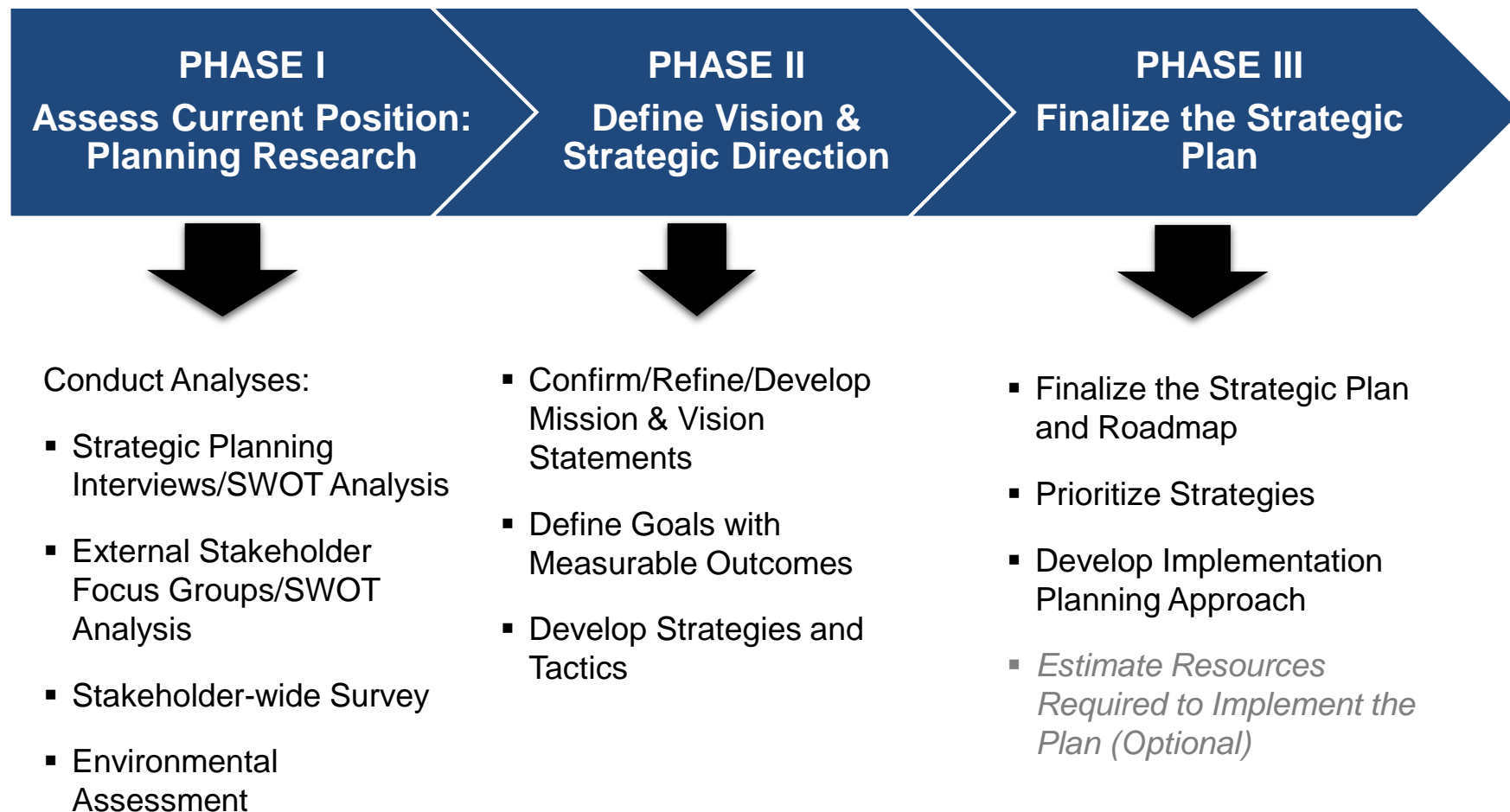


USC School of Pharmacy

Strategic Plan, 2017 – 2022

THE STRATEGIC PLANNING PROCESS

The Strategic Planning Process



Strategic Planning Steering Committee

Houda Alachkar

Michele Keller

Irving Steinberg

Paul Beringer

Bangyan Stiles

Glen Stimmel

Irene Chen

Eunjoo Pacifici

Raffi Svadjian

Steve Chen

Brian Panique

Zoe Wagner

Michelle Chu

Susie Park

Clay Wang

Jennifer Cupo

Vassilios Papadopoulos

Michael Wincor

Naomi Florea

Frances Richmond

Annie Wong-Beringer

Ian Haworth

Kathy Rodgers

Maryann Wu

Geoff Joyce

Nik Sangave

Tiger Zhang

Extensive Participation in the Strategic Planning Process

In, addition to guidance provided by the Strategic Planning Steering Committee, the strategic planning process utilized individual interviews, focus groups, and an electronic survey to collect input from faculty, staff, students, trainees, preceptors, practitioners and alumni.

- **Individual Interviews:** Forty-seven individual one-hour interviews were conducted with faculty, staff and students. The stakeholders were asked to answer questions regarding the School's:
 - Strengths, weaknesses, opportunities and threats,
 - Vision, core values and future trends facing the profession, and
 - Critical issues to be addressed in the planning process.
- **External Stakeholder Focus Groups:** Two focus groups comprised of alumni and preceptors were also solicited to provide input on the questions above.
- **Stakeholder Survey:** Approximately 6,000 individuals, including all faculty, staff, students, residents, fellows and 5,000 alumni, were invited to participate in an electronic strategic planning survey to provide input on core values and strategic priorities to be addressed in the plan.

STRATEGIC FRAMEWORK

- Vision and Mission
- Core Values
- Goals
- Strategies

Vision and Mission Statements

Vision (what we aim to achieve)

**The USC School of Pharmacy will
transform the face of pharmacy by leading the
convergence of science, health care and policy.**

Mission (our core purpose)

To advance health through excellence in pharmacy education,
research and practice.

Core Values – Guiding Organizational Behavior and Shaping the Future



Vision and Goals

The USC School of Pharmacy will
transform the face of pharmacy by leading the convergence of
science, health care and policy.



Goals

GOAL 1: Student-Centered Education

Provide student-centered educational excellence and experiences, locally and globally.

GOAL 2: Future Leaders

Prepare leaders to transform pharmacy and health care.

GOAL 3: Improve Lives

Improve the lives of those in our local, regional, national and global communities.

GOAL 4: Impactful Research

Expand impactful research and scholarship.

GOAL 5: Collaboration & Convergent Science

Build and sustain collaborations, partnerships and convergent science.

GOAL 6: Supportive & Sustainable Environment

Cultivate a supportive and sustainable work and learning environment.

Goals with Supporting Strategies

Goals

GOAL 1: Student-Centered Education

Provide student-centered educational excellence and experiences, locally and globally.

GOAL 2: Future Leaders

Prepare leaders to transform pharmacy and health care.

GOAL 3: Improve Lives

Improve the lives of those in our local, regional, national and global communities.

Strategies

Strategies:

- 1.1: Attract and recruit an outstanding, academically talented and diverse student body.
- 1.2: Deliver a high quality, student-centered curriculum.
- 1.3: Prioritize and enhance teaching excellence.
- 1.4: Secure contemporary facilities and a supportive infrastructure to advance the education mission.

Strategies:

- 2.1: Redesign educational programs to incorporate the skills needed to produce the next generation of leaders.
- 2.2: Strengthen career planning and mentoring to assist students, trainees, staff and faculty in achieving their career ambitions and goals.
- 2.3: Provide high-value, lifelong educational programs to members of the pharmacy community, industry leaders and the School's alumni.
- 2.4: Position faculty, students and trainees as leaders, nationally and globally.

Strategies:

- 3.1: Collaborate with the local community to advance health.
- 3.2: Strengthen the School's capacity to increase community engagement and improve the health of the community.
- 3.3: Develop high-impact, innovative programs aligned with local, regional and national health care priorities.
- 3.4: Play a leadership role in shaping health policy.

Goals with Supporting Strategies

Goals

GOAL 4: Impactful Research

Expand impactful research and scholarship.

GOAL 5: Collaboration & Convergent Science

Build and sustain collaborations, partnerships and convergent science.

GOAL 6: Supportive & Sustainable Environment

Cultivate a supportive and sustainable work and learning environment.

Strategies

Strategies:

- 4.1: Develop a supportive infrastructure to create a research-intensive environment.
- 4.2: Recruit and retain outstanding faculty.
- 4.3: Grow the research portfolio; ensure highest quality.
- 4.4: Actively promote the School's research and scholarship advances and innovations.

Strategies:

- 5.1: Expand interdepartmental collaboration and differentiated opportunities.
- 5.2: Increase convergence with other USC schools, Keck Medical Center and affiliated clinical partners.
- 5.3: Develop and sustain highly valued, mutually beneficial connections between the School and its alumni.
- 5.4: Strengthen collaboration and partnerships with county and state stakeholders.
- 5.5: Create and nurture partnerships that advance knowledge, practice and policy, both nationally and globally.

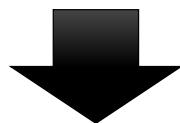
Strategies:

- 6.1: Design infrastructure that facilitates collaboration, innovation, and a sense of community.
- 6.2: Establish an organizational culture that fosters teamwork and values the contributions of every faculty, staff, student, resident and alumnus of the School.
- 6.3: Ensure a sustainable financial future for the School.

GOALS, STRATEGIES & TACTICS

GOAL 1: Student-Centered Education

Provide student-centered educational excellence and experiences, locally and globally.



Strategies:

- 1.1: Attract and recruit an outstanding, academically talented and diverse student body.
- 1.2: Deliver a high quality, student-centered curriculum.
- 1.3: Prioritize and enhance teaching excellence.
- 1.4: Secure contemporary facilities and a supportive infrastructure to advance the education mission.

GOAL 1: Student-Centered Education

Strategy 1.1

Attract and recruit an outstanding, academically talented and diverse student body. *(Page 1 of 2)*

Tactics:

- a. Expand national and global recruitment efforts.
 - i. Leverage international connections to identify potential applicants.
 - ii. Offer financial support for out-of-state and international students.
 - iii. Align recruitment efforts with USC’s global initiatives.
- b. Increase the pool of outstanding professional degree candidates.
 - i. Expand linkages with:
 - Regional K-12 pipeline programs;
 - After-school STEM education for local students;
 - Magnet schools.
 - ii. Strengthen undergraduate and Trojan Admission Pre-Pharmacy (TAP) programs
 - Elevate the School’s visibility and promote pharmacy career opportunities to undergraduates.
- c. Evaluate the use of alternative assessment and admission criteria to ensure selection of the most talented students.
 - i. Re-evaluate the 20-minute interview assessment tool used in PharmD.

GOAL 1: Student-Centered Education

Strategy 1.1

Attract and recruit an outstanding, academically talented and diverse student body. (Page 2 of 2)

Tactics:

- d. Diversify the applicant pool.
 - i. Develop pipeline programs to attract diverse undergraduates early in their USC careers.
 - ii. Partner with colleges and universities to support diverse, underrepresented students' mastery of admission requirements.
 - iii. Increase the School's outreach to minority-serving institutions.
 - iv. Support national and global pipeline programs.
- e. Track and measure success in student recruitment and retention.
- f. Increase endowment to support teaching.

GOAL 1: Student-Centered Education

Strategy 1.2

Deliver a high quality, student-centered curriculum. (Page 1 of 3)

Tactics:

- a. Evaluate and revise content to ensure the curriculum provides the following:
 - i. Practical skills and scientific expertise to foster students excelling in their future careers.
 - ii. Content that encourages leadership and excellence in the field.
 - iii. Greater interdisciplinary/inter-professional learning.
 - iv. Opportunities to personalize students' education and course schedules through a differentiated curriculum.
 - v. Content on current affairs, business and health policy.
- b. Introduce new and innovative teaching modalities into the curriculum.
 - i. Increase active and interactive teaching modalities.
 - ii. Promote student self-directed learning.
 - iii. Foster collaborative learning opportunities.
 - iv. Enhance flexibility in curricular design.
- c. Identify core competencies for each academic year and ensure they are met.

GOAL 1: Student-Centered Education

Strategy 1.2

Deliver a high quality, student-centered curriculum. (Page 2 of 3)

Tactics:

- d. Secure contemporary facilities and a supportive infrastructure to advance the education mission. ([Links to Strategy 1.4](#))
- e. Integrate the teaching and practice of interpersonal and cultural competencies into the curriculum.
- f. Expand graduate programs.
 - i. Expand internship opportunities for graduate students.
 - ii. Develop a global on-line curriculum.
 - iii. Create new postgraduate training programs.
- g. Expand sister school partnerships to increase international dual degrees and service opportunities for students.
- h. Engage students in process improvement and provide timely communications regarding impact of student feedback.
- i. Continue to develop and refine the quality assessment processes for the School's curriculum and educational programs; re-evaluate existing outcome measures to ensure effectiveness of new teaching modalities and curriculum changes.
 - i. Utilize existing student surveys and evaluations, as well as test scores, as assessment measures.
 - ii. Evaluate the ideal number of exams needed to assess mastery of knowledge.
 - iii. Develop metrics to evaluate experiential learning opportunities to ensure effectiveness.
 - iv. Utilize alumni to evaluate students.

GOAL 1: Student-Centered Education

Strategy 1.2

Deliver a high quality, student-centered curriculum. (Page 3 of 3)

Tactics:

- j. Develop a remediation system that holds faculty accountable to consistently address student needs and poor evaluations.
- k. Ensure students are exposed to a variety of inpatient and ambulatory patient care settings that provided expose to:
 - i. Diverse patient populations;
 - ii. Acute, chronic and wellness-promoting patient care services; and
 - iii. Interprofessional experiences.
- l. Incorporate interprofessional education into the curriculum by including instruction in:
 - i. Interprofessional team dynamics;
 - ii. Collaborative decision-making;
 - iii. Simulation; and
 - iv. Understanding of the values, ethics and clinical competencies of other health care professionals.

GOAL 1: Student-Centered Education

Strategy 1.3

Prioritize and enhance teaching excellence.

Tactics:

- a. Increase the size of the faculty to expand undergraduate programs and fully support Pharm D programs.
 - i. Employ staff pharmacists to teach electives.
- b. Expand and strengthen trainee and alumni participation in education.
 - i. Align teaching assignments with course content needs.
 - ii. Convene alumni and preceptor focus groups in support of curriculum innovation.
 - iii. Provide opportunities to students to teach with faculty.
- c. Strengthen professional development to ensure faculty and trainees are equipped to be well-prepared educators and mentors. ([Links to Strategy 2.2](#))
 - i. Offer instruction on new teaching technologies and methods.
 - ii. Enhance preceptor educational skills to ensure quality experiences across practice sites.

GOAL 1: Student-Centered Education

Strategy 1.4

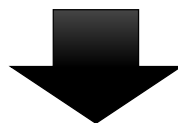
Secure contemporary facilities and a supportive infrastructure to advance the education mission.

Tactics:

- a. Develop a facilities master plan. ([Links to Strategy 6.1](#))
- b. Secure new space and renovate existing space to meet the needs of the School's education programs; address:
 - i. Modular/flexible space for active learning in small and large group settings;
 - ii. Technology enabled lecture halls and testing facilities;
 - iii. Simulation and practice skills facilities;
 - iv. Contemporary research laboratories and core support facilities;
 - v. Informal gatherings areas to foster interdisciplinary and interprofessional interactions between staff, faculty and students.
- c. Provide student relaxation and study facilities to foster student wellness and independent learning.
- d. Collaborate with other health professional schools to secure facilities that support inter-professional education and practice.
- e. Develop a USC School of Pharmacy Student Center to provide all student-related services and connections to employment and mentoring opportunities. ([Links to Strategy 2.2](#))

GOAL 2: Future Leaders

Prepare leaders to transform pharmacy and health care.



Strategies:

- 2.1: Redesign educational programs to incorporate the skills needed to produce the next generation of leaders.
- 2.2: Strengthen career planning and mentoring to assist students, trainees, staff and faculty in achieving their career ambitions and goals.
- 2.3: Provide high-value, lifelong educational programs to members of the pharmacy community, industry leaders and the School's alumni.
- 2.4: Position faculty, students and trainees as leaders, nationally and globally.

GOAL 2: Future Leaders

Strategy 2.1

Redesign educational programs to incorporate the skills needed to produce the next generation of leaders. (Page 1 of 2)

Tactics:

- a. Reform admissions criteria to attract students with leadership interest and potential. ([Links to Strategy 1.1](#))
- b. Develop contemporary educational models and concepts to prepare students and graduates to work in a changing health care environment.
 - i. Strengthen understanding of future needs.
 - ii. Enhance curricular content germane to the profession.
 - iii. Incorporate current affairs, business and policy content into the curriculum.
 - iv. Increase experiential opportunities for students to acquire leadership training and strengthen soft-skills development.
 - v. Educate students to appreciate the requirements, responsibilities and commitment it takes to be a leader.
 - vi. Enlist alumni in modeling leadership for students.
- c. Encourage students to attend and participate in national/regional professional conferences.
 - i. Allow time in the curriculum to enable conference attendance.
 - ii. Provide financial assistance to support student conference attendance.
 - iii. Broaden opportunities for students to attend meetings outside of their areas of concentration.

GOAL 2: Future Leaders

Strategy 2.1

Redesign educational programs to incorporate the skills needed to produce the next generation of leaders. *(Page 2 of 2)*

Tactics:

- d. Evaluate the development of an elite leadership program that targets a limited number of outstanding students.
 - i. Leverage newly formed leadership center.
- e. Provide resources for faculty to advance the scholarship of teaching and learning.
- f. Actively engage in the development of educational policies and standards.

GOAL 2: Future Leaders

Strategy 2.2

Strengthen career planning and mentoring to assist students, trainees, staff and faculty in achieving their career ambitions and goals.

Tactics:

- a. Foster a culture of mentorship and career advising that enables students to be productive and successful.
 - i. Expand the peer-to-peer mentoring program.
 - ii. Utilize alumni and staff pharmacists to provide academic and career guidance.
- b. Enhance post-graduate career placement services.
 - i. Utilize industry and alternative connections to identify student internships and career placement opportunities.
- c. Utilize alumni, faculty and the School's connections with leaders in the field to provide students with greater exposure to leadership skills and opportunities. ([Links to Strategy 2.1](#))
 - i. Organize alumni leaders and leaders in the field to give lunchtime seminars.
 - ii. Provide opportunities for students to engage with faculty and better understand how they rose to leadership positions.
 - iii. Provide institutional oversight to ensure quality in alumni mentorship.
- d. Provide professional development, mentoring and career development opportunities to staff.
- e. Develop a USC School of Pharmacy Student Center to provide all student-related services and connections to employment and mentoring opportunities. ([Links to Strategy 1.4](#))
- f. Support policies that enhance work-life balance.
- g. Strengthen recognition and appreciation at all levels of the organization.

GOAL 2: Future Leaders

Strategy 2.3

Provide high-value, lifelong educational programs to members of the pharmacy community, industry leaders and the School's alumni.

Tactics:

- a. Offer educational programs that add significant value to practicing pharmacists, as identified through surveys, local / regional / national health care priorities, accreditation requirements, etc.
- b. Expand distance-based platforms for continuing education.
- c. Provide discounted or complimentary continuing education for preceptors.
- d. Establish a premier executive education program for industry leaders.
- e. Provide certificate training and education aligned with advanced practice privileges and credentialing.
- f. Continue to offer boot camps and short courses for non-traditional learners with an interest in pharmacy.

GOAL 2: Future Leaders

Strategy 2.4

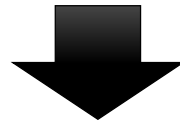
Position faculty, students and trainees as leaders, nationally and globally.

Tactics:

- a. Recognize leadership roles in academic appointments and promotions.
- b. Recognize faculty and student research and scholarly activities. ([Links to Strategy 4.3](#))
 - i. Nominate faculty and student researchers annually for national and international awards and recognition.
 - ii. Identify national organizations and leadership opportunities that leverage School of Pharmacy researchers to have a voice that influences the field.
 - iii. Work to promote researchers as members of NIH study sections and other grant review boards.
- c. Assume a leadership role in development of new pedagogy and curricula; including: ([Links to Strategy 2.1](#))
 - i. Production of educational materials;
 - ii. Scholarly projects on education best practices;
 - iii. Defining educational standards.
- d. Identify national and global leadership opportunities for graduate students.
- e. Position faculty as expert sources in local and national mainstream media.

GOAL 3: Improve Lives

Improve the lives of those in our local, regional, national and global communities.



Strategies:

- 3.1: Collaborate with the local community to advance health.
- 3.2: Strengthen the School's capacity to increase community engagement and improve the health of the community.
- 3.3: Develop high-impact, innovative programs aligned with local, regional, national and global health care priorities.
- 3.4: Play a leadership role in shaping health policy.

GOAL 3: Improve Lives

Strategy 3.1

Collaborate with the local community to advance health.

Tactics:

- a. Cultivate a trusted, transparent relationship with the community.
 - i. Communicate the School’s commitment to improving the health of the community.
 - ii. Deploy technology to effectively connect with community members.
 - iii. Highlight successful community engagement efforts.
- b. Partner with the community to better understand and meet community needs and priorities.
 - b. Collaborate with community and government leaders to build sustainable and beneficial partnerships.
 - c. Strengthen collaboration with community organizations and clinics.
- c. Position the School of Pharmacy as a valued partner with other USC Schools and Institutes that have successful community-based programs.
- d. Expand community outreach and education.
- e. Engage alumni in community programs.

GOAL 3: Improve Lives

Strategy 3.2

Strengthen the School's capacity to increase community engagement and improve the health of the community.

Tactics:

- a. Create an inventory of faculty community expertise and on-going community engagement activities.
 - i. Inventory existing programs and resources to identify gaps in providing successful community engagement.
- b. Develop collaborative programs with other USC professional schools.
 - i. Participate in the interdisciplinary/inter-professional mobile health program currently in development at USC.
- c. Increase the number of faculty, staff and students participating in community service activities.
 - i. Promote the value of community engagement to faculty, students and staff.
 - ii. Strengthen faculty, student and staff cultural competencies.
 - iii. Educate students and faculty regarding the social determinants of health.
- d. Teach students and deploy best practices in community engagement.
 - i. Expand co-curricular activities in the community that produce measurable improvements in health.
- e. Publicize successful programs that have improved the lives of those in the community.

GOAL 3: Improve Lives

Strategy 3.3

Develop high-impact, innovative programs aligned with local, regional, national and global health care priorities.

Tactics:

- a. Identify and address targeted, high-impact, high-profile problems in the community (e.g., opioids, geriatrics, mental health, pediatrics, homelessness and public health issues).
 - i. Utilized patient advocacy and support groups to identify high-impact diseases.
 - ii. Identify interventions that address lifestyle issues and social needs that impact health.
 - iii. Expand genomics and population health research to focus on particular ethnic groups.
- b. Leverage and collaborate with the USC Clinical and Translational Science Institute (CTSI) community engagement initiatives.
- c. Disseminate best practices to community providers.
- d. Continue to build community partnerships to transition successful pilot projects into full implementation studies.
- e. Prepare students to be leaders in providing health care to patients in vulnerable communities around the world.
 - i. Provide international learning opportunities.
 - ii. Leverage the diversity of the local community to strengthen competency in meeting the needs of diverse populations.

GOAL 3: Improve Lives

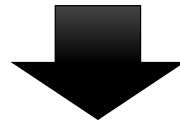
Strategy 3.4

Play a leadership role in shaping health policy.

Tactics:

- a. Educate students about health policy.
 - i. Develop co-curricular programs.
 - ii. Incorporate current events in the curriculum.
- b. Promote the School's health policy research activities and strengths.
 - i. Highlight the contributions of the USC Schaffer Center for Health Policy & Economics.
 - ii. Collaborate with USC Offices of External Affairs and Public Relations to externally communicate the school's expertise.
 - iii. Identify and partner with USC alumni who are actively engaged in creating and implementing health policy.
- c. Expand engagement with policy makers and related professional organizations involved in policy leadership.
- d. Showcase alumni involved in policy.
- e. Expand attendance and participation at health policy conferences.

GOAL 4: Impactful Research
Expand impactful research and scholarship.



Strategies:

- 4.1: Develop a supportive infrastructure to create a research-intensive environment.
- 4.2: Recruit and retain outstanding faculty.
- 4.3: Grow the research portfolio; ensure highest quality.
- 4.4: Actively promote the School's research and scholarship advances and innovations.

GOAL 4: Impactful Research

Strategy 4.1

Develop a supportive infrastructure to create a research-intensive environment.

Tactics:

- a. Identify current and future research space and infrastructure needs.
 - i. Design open laboratories, meeting rooms and social spaces that facilitate innovation and collaboration.
 - ii. Provide space that fosters research education and training.
- b. Invest in state-of-the-art, accessible research cores and technology.
 - i. Identify space for core facilities.
 - ii. Educate researchers about available cores and data resources.
 - iii. Recruit professional management for cores.
 - iv. Support big data acquisition, dissemination and analysis.
 - v. Develop a listing of all the data sets and the faculty expertise in data utilization.
- c. Systematically assess and address research personnel needs to support high-impact research.
 - i. Strategically recruit, retain and train outstanding research development staff.
 - ii. Leverage expertise available within the School of Pharmacy and across USC.
- d. Incorporate research space and infrastructure needs into school-wide facilities master plan. ([Links to Strategy 6.1](#))

GOAL 4: Impactful Research

Strategy 4.2

Recruit and retain outstanding faculty. (Page 1 of 2)

Tactics:

- a. Define a transparent and collaborative mechanism to determine strategic faculty recruitment for the School.
- b. Recruit and retain the highest quality junior faculty.
 - i. Assign senior researchers to provide mentoring to support junior faculty in launching successful careers. ([Links to Strategy 2.1](#))
- c. Offer competitive recruitment packages as well as quality space to attract outstanding researchers to USC.
- d. Publicize recent salary review and adjustments to demonstrate School's commitment to faculty.
- e. Optimize joint faculty appointments with other USC schools to enhance recruitment and retention initiatives.
 - i. Create an inventory of existing faculty expertise.
- f. Enhance incentives and support for research including:
 - i. Protected resources and time for research and scholarship;
 - ii. Teaching and Research Assistants; and
 - iii. Seed grants and bridge funding.
- g. Enhance faculty diversity.
 - i. Strengthen outreach in research faculty recruitment.
 - ii. Broaden geographic reach.

GOAL 4: Impactful Research

Strategy 4.2

Recruit and retain outstanding faculty. (Page 2 of 2)

Tactics:

- h. Increase School sponsorship and participation in national pharmacy events to strengthen networking and visibility.
- i. Ensure facilities plans are aligned with recruitment plans.
- j. Expand the number of educators by recruiting full-time faculty and increasing opportunities for alumni to participate as adjunct faculty, preceptors and mentors.
- k. Identify and cultivate students and trainees as prospective new faculty members.
 - i. Build a robust post-doctoral program to increase the visibility of the School's research program and to build a pipeline of potential faculty members.
- l. Actively promote faculty excellence and achievements, regionally, nationally and internationally.
 - i. Identify and nominate faculty for recognition for major awards, society memberships, leadership roles, scientific and scholarly society meetings, etc.
 - ii. Partner with USC provost to promote School of Pharmacy faculty achievements.
 - iii. Establish a culture that publicly celebrates and recognizes faculty honors/award recipients and outstanding peer-reviewed publications.

GOAL 4: Impactful Research

Strategy 4.3

Grow the research portfolio; ensure highest quality.

Tactics:

- a. Identify and invest in targeted areas of research excellence.
- b. Align research with the following:
 - a. National health care priorities;
 - b. NIH and other funding agency priorities;
 - c. School of Pharmacy educational thematic foci.
- c. Support current, and develop new collaborative research initiatives that will attract support from the multi-investigator programs offered by governmental organizations (e.g. NIH, DOD), as well as private foundations.
 - i. Explore opportunities for interdisciplinary research with other USC Schools, Centers and Institutes for collaborative funding and resources.
- d. Increase the endowment to retain and reward high-performing researchers at School of Pharmacy and to recruit outstanding new faculty.
- e. Expand philanthropic support for research; engage donors and industry to support intellectual capital and innovative research.
- f. Diversify funding mechanisms and sources.
 - i. Pursue program project grants and other collaborative funding mechanisms.
 - ii. Increase the number of training grants; provide supportive resources for applying for training grants and fellowship funding.

GOAL 4: Impactful Research

Strategy 4.4

Actively promote the School’s research and scholarship advances and innovations. (Page 1 of 2)

Tactics:

- a. Launch a media/marketing campaign to promote School of Pharmacy research accomplishments.
 - i. Promote programmatic areas of excellence for external recognition.
 - ii. Publicize success stories and research publications in high-impact journals.
 - iii. Enhance the messaging and strategic position of the School of Pharmacy within USC.
 - iv. Create public relations tools to publicize current research and discoveries globally.
- b. Recognize faculty research and scholarly advances.
 - i. Nominate researchers annually for national and international awards and recognition.
 - ii. Identify national organizations and leadership opportunities that leverage School of Pharmacy researchers to have a voice that influences the field.
 - iii. Work to promote researchers as members of NIH study sections and other grant review boards.
 - iv. Ensure that the School is identified and credited for research and scholarship.

GOAL 4: Impactful Research

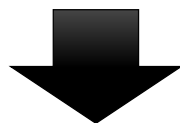
Strategy 4.4

Actively promote the School's research and scholarship advances and innovations. *(Page 2 of 2)*

Tactics:

- c. Promote scholarship by increasing research exposure for all students and residents.
 - i. Hold an annual research day conference/competition.
 - ii. Promote and showcase student and resident research.
 - iii. Recognize and reward involvement in research.
 - iv. Recognize faculty work in supporting student research; continue with faculty incentive program to assist student research submissions.
 - v. Ensure supportive resources are available for student grant submissions.
 - vi. Hire graduate students as research assistants to support faculty and increase opportunities for research experience.
- d. Enhance the quality of residents' scholarly projects by:
 - i. Increasing scholarly projects for residents (from start to finish).
 - ii. Engaging strong faculty mentors.
 - iii. Establishing focused areas of study.
 - iv. Identifying measurable benchmarks.

GOAL 5: Collaboration and Convergent Science
Build collaborations, partnerships and convergent science.



Strategies:

- 5.1: Expand interdepartmental collaboration and differentiated opportunities.
- 5.2: Increase convergence with other USC schools, Keck Medical Center and affiliated clinical partners.
- 5.3: Develop and sustain highly valued, mutually beneficial connections between the School and its alumni.
- 5.4: Strengthen collaboration and partnerships with county and state stakeholders.
- 5.5: Create and nurture partnerships that advance knowledge, practice and policy, both nationally and globally.

GOAL 5: Collaboration and Convergent Science

Strategy 5.1

Expand interdepartmental collaboration and differentiated opportunities.

(Page 1 of 2)

Tactics:

- a. Educate faculty and students across disciplines to understand and appreciate others' areas of expertise, skills and accomplishments.
 - i. Utilize the School's annual research retreat and summer programs for faculty and students to share their research.
 - ii. Consider interactive, electronic approaches to disseminate information on faculty expertise.
 - iii. Explore joint seminar series.
 - iv. Leverage USC's university-wide mentoring, training and interdisciplinary collaboration resources to promote research.
- b. Continue to foster greater collaborative interdisciplinary research within the School of Pharmacy.
 - i. Establish a fair and transparent process for administering collaborative grants.
 - ii. Organize quarterly interdisciplinary seminars.
 - iii. Award seed grants for student-initiated collaborative research and scholarly projects.
 - iv. Convene networking meetings to address critical problems in a timely manner.
 - v. Promote the Dean's collaborative research innovation fund.

GOAL 5: Collaboration and Convergent Science

Strategy 5.1

Expand interdepartmental collaboration and differentiated opportunities.

(Page 2 of 2)

Tactics:

- c. Create a Center of Excellence for Scholarship and Research under the Associate Dean for Research to facilitate collaborative relationships.
 - i. Investigate other industries to identify best practices in collaboration (e.g., gaming).
- d. Communicate and promote faculty interests and research strengths to build potential collaborations across the School.
 - i. Inventory and publish strong, successful collaborations and key research accomplishments.
 - ii. Feature interdisciplinary research teams on the School's website and in magazines.
- e. Redesign space to stimulate collaboration.
- f. Provide opportunities for students to foster relationships and develop a culture of teamwork and collaboration.

GOAL 5: Collaboration and Convergent Science

Strategy 5.2

Increase convergence with other USC schools, Keck Medical Center and affiliated clinical partners.

Tactics:

- a. Communicate and promote faculty interests and research strengths to build potential collaborations across USC.
 - i. Inventory and publish strong, successful collaborations and key research accomplishments.
 - ii. Feature interdisciplinary research teams on the School’s website and in promotional material.
 - iii. Position the School of Pharmacy as the original convergence science practitioner.
- b. Strengthen the School’s alignment with USC Keck School of Medicine and Keck Medical Center.
 - i. Explore working with USC Keck School of Medicine to address medicine’s deficiency in pharmacology expertise.
 - ii. Promote School of Pharmacy accomplishments.
- c. Strengthen collaboration with other USC schools, playing a key role in USC’s convergent science initiatives.
 - i. Align the School of Pharmacy research agenda to include the University’s Centers of Excellence to leverage existing investments in human capital and technology.
 - ii. Leverage new pharmacy, medicine and university leadership to advance collaborations across the institution and to advocate for pharmacy.
 - iii. Identify joint recruitments and degree opportunities that provide potential mutual benefits.
- d. Continue to nurture partnerships with clinical practice sites to ensure ongoing allegiance to USC.
 - i. Leverage alumni practice sites for clinical research and student scholarly projects.

GOAL 5: Collaboration and Convergent Science

Strategy 5.3

Develop and sustain highly valued, mutually beneficial connections between the School and its alumni.

Tactics:

- a. Invite alumni and friends of the School to serve as external mentors to students, matching up student interests with mentor expertise when possible.
- b. Seek engagement of alumni in mandatory student projects to supervise students working on resolving real problems, challenges, or opportunities.
- c. Invite select alumni to participate in training students in the areas of concentration aligned with their expertise.
- d. Prepare students to provide value-added services during experiential training rotations (Introductory Pharmacy Practice Experiences and Advanced Pharmacy Practice Experiences).
- e. Leverage alumni practice sites for internships, clinical research and student scholarly projects.
- f. Provide high-value lifetime educational programs to members of the pharmacy community, industry leaders and the School's alumni. ([Links to Strategy 2.3](#))
- g. Offer high value for alumni membership.
- h. Develop an alumni directory and internship opportunities.
- i. Solicit alumni input on educational programs and curriculum planning.

GOAL 5: Collaboration and Convergent Science

Strategy 5.4

Strengthen collaboration and partnerships with county and state stakeholders.

Tactics:

- a. Provide leadership in county and state healthcare agencies that support or expand the role of pharmacy.
- b. Where feasible, align resources that concurrently support the goals of the School and county / state health agencies.
- c. Seek funding opportunities to expand pharmacy expertise and innovation in partnership with county or state health agencies.
- d. Cultivate government, industry and community relationships to identify future teaching and career placement opportunities for students.
- e. Access diverse patient base for research and education.
- f. Leverage the newly co-funded Los Angeles County pharmacy leadership position to identify collaborations and programs to advance local health and wellness.

GOAL 5: Collaboration and Convergent Science

Strategy 5.5

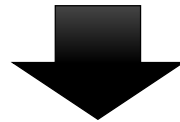
Create and nurture partnerships that advance knowledge, practice and policy, both nationally and globally.

Tactics:

- a. Actively pursue new strategic collaborations and partnerships with academia, industry, and government and community agencies.
 - i. Identify and outline opportunities for new areas of collaborations: clinical trials, drug development, regulatory science, value-based care and patient safety.
- b. Determine measures to evaluate the value and sustainability of prospective collaborations and partnerships.
 - i. Utilize alumni expertise to elevate the benefits of potential partnerships.
- c. Regularly evaluate potential collaborators to ensure a global mix of partners.
- d. Leverage industry and business partnerships to expand expertise, perspective and resources.
- e. Develop innovative technology internships with biotech companies that will change pharmacy practice such as: computer apps, electronic medical records, drug dispensing, etc.

GOAL 6: Supportive and Sustainable Environment

Cultivate a supportive and sustainable work and learning environment.



Strategies:

- 6.1: Design infrastructure that facilitates collaboration, innovation, and a sense of community.
- 6.2: Establish an organizational culture that fosters teamwork and values the contributions of every faculty, staff, student, resident and alumnus of the School.
- 6.3: Ensure a sustainable financial future for the School.

GOAL 6: Supportive and Sustainable Environment

Strategy 6.1

Design infrastructure that facilitates collaboration, innovation, and a sense of community.

Tactics:

- a. Develop a facilities master plan.
 - i. Convene a steering committee to inform and guide a professional facilities master plan.
 - ii. Conduct site visits with other schools of pharmacy to see state-of-the-art facilities and identify best practices.
 - iii. Retain a professional space planning firm.
 - iv. Develop short- and long-term plans to update existing space and develop new space.
 - v. Participate in USC Health Sciences Campus planning.
- b. Provide space for relaxation, socializing, health and wellness.
- c. Secure contemporary facilities and infrastructure to advance the education mission. ([Links to Strategy 1.4](#))
- d. Develop infrastructure to create a research-intensive environment. ([Links to Strategy 4.1](#))
- e. Prepare for fundraising campaign to develop new facilities.

GOAL 6: Supportive and Sustainable Environment

Strategy 6.2

Establish an organizational culture that fosters teamwork and values the contributions of every faculty, staff, student, resident and alumnus of the School.
(Page 1 of 2)

Tactics:

- a. Commit to unwavering dedication to the core values of the School.
 - i. Clearly communicate expectations and behavior standards in support of the new core values.
 - ii. Strengthen onboarding and orientation processes for current and new faculty and staff.
 - iii. Ensure that School of Pharmacy core values are included in all performance reviews.
- b. Create an esprit de corps for the School.
 - i. Provide programs and infrastructure to foster job satisfaction, success and a sense of belonging for all.
 - ii. Hold a quarterly school-wide event hosted by departments on a rotating basis.
 - iii. Convene a late afternoon weekly seminar in a casual setting that encourages after hours socializing.
 - iv. Institute regular all-hands meetings to provide updates.
- c. Ensure supportive infrastructure and processes are in place for all to thrive at USC School of Pharmacy.
 - i. Streamline decision making and accountability.
 - ii. Clearly define operating processes and procedures.
- d. Promote respectful and professional communication across all levels of the School.

GOAL 6: Supportive and Sustainable Environment

Strategy 6.2

Establish an organizational culture that fosters teamwork and values the contributions of every faculty, staff, student, resident and alumnus of the School.
(Page 2 of 2)

Tactics:

- e. Recognize staff contributions.
 - i. Include all staff in departmental meetings at least twice a year.
 - ii. Launch a staff recognition and awards program.
 - iii. Clearly define and communicate promotional opportunities for staff. ([Links to Strategy 2.2](#))
- f. Enhance student orientation and support.
 - i. Implement a student team-building/bonding activity the week before school starts.
 - ii. Communicate the School's commitment to student success; de-emphasize competition and stress.
 - iii. Encourage faculty to make themselves more available immediately before and after class.
- g. Celebrate the unique traditions of the School.

GOAL 6: Supportive and Sustainable Environment

Strategy 6.3

Ensure a sustainable financial future for the School.

Tactics:

- a. Develop a business approach for each of the following revenue streams:
 - i. Diversified research funding sources; ([Links to Strategy 4.3](#))
 - ii. Professional and masters programs;
 - iii. Pharmacy practices, including specialty pharmacy;
 - iv. Online education programs;
 - v. Technology;
 - vi. Undergraduate majors and minors.
- b. Pursue other income-generating business development activities.
- c. Increase philanthropy.
 - i. Build a strong working relationship with USC’s Office of Development.
 - ii. Increase student and faculty engagement in development efforts.
 - iii. Cultivate close relationships with School of Pharmacy alumni. ([Links to Strategy 5.3](#))

IMPLEMENTATION PLAN

- Prioritize Strategies
- Recommend Strategy Champions
- Identify Measures of Success for Each Goal