

May 1, 2007

Dear Colleagues:

Re: Report on the Assessment of the Mission of College In Connection with the New Strategic Action Plan

The College approved a new strategic action plan in May of 2006 and it is now time to report on the progress that has been made during the past year as well as assessing important goals that are either in a formative state or have yet to be undertaken. As you will recall, the process of developing the new strategic action plan included all major stakeholders including students, alumni, faculty, preceptors, staff, members of Utah professional pharmacy organizations, a member of the State Board of Pharmacy, and a faculty member from the School of Medicine.

The Mission of the College, as stated in the strategic action plan, is to: 1) advance health care related to optimal medication outcomes through education and training, 2) discover, develop and disseminate new biomedical knowledge and technology, and 3) provide pharmacy-based service and outreach activities to the community. Before assessing the progress that has been made in each area of the mission, I should emphasize that the academic mission of the College is undertaken in connection with the Health Sciences Mission-Based Management System, which integrates the planning and budget processes as well as maintaining data bases that track faculty activity in teaching, research and service.

The Mission of Education and Training

Progress that has been made in several areas in connection with goals related to education and training.

- Steps have been taken to improve sequencing and integration of coursework in medicinal chemistry, pharmacology, and pharmacotherapy,
- The College has taken a national leadership role in curriculum assessment by participating in a collaborative project with the National Association of Boards of Pharmacy and the American Association of Colleges of Pharmacy with support from the Accreditation Council on Pharmaceutical Education. The results of a validated examination demonstrated the influence of the curriculum on the knowledge base of our students in all four years of the program in general sciences, pharmaceutical sciences, biomedical and clinical sciences, and economic, social and administrative science.

- The Associate Dean for Academic Affairs, as a member of an interdisciplinary Health Sciences Curriculum Committee, undertook a team-oriented pilot study for the comprehensive treatment of a standardized patient. This pilot project will be incorporated into the curriculum of the School of Medicine and Colleges of Health, Nursing and Pharmacy in the 2007-8 academic year.
- A new course in bioinformatics entitled Introduction to Pharmacy Information Systems has been introduced as an elective that is offered every fall semester. Elective courses in outcomes research, outreach poison prevention, and pain and palliative care have also been added.
- Formative steps are being taken to integrate the early experiential program into the curriculum in connection with ACPE requirements.
- The Pharm.D./Ph.D. pathway currently has 5 students enrolled.
- The College has implemented a college-wide mentoring program.
- A foundation has been built, including the home page, to establish and maintain a web site information portal that includes course material, seminar information, and research information that will be accessible by password to alumni, students, and faculty (awaiting entry of content by faculty).
- The College has taken steps to increase the breadth and scope of both introductory and advanced clerkship opportunities by working with community pharmacy stakeholders, by continuing to collaborate closely with the University of Utah Health Care System, and by developing a strong collaborative relationship with Intermountain Health Care. Furthermore, we have begun development of a student portfolio system progress.
- Although two faculty members resigned from the Department of Pharmacotherapy, two clinical track faculty members, Xi Liu and Brandon Jennings, have been hired. Additional clinical and tenure track faculty members are currently being recruited in areas that will strengthen the pharmacy education program.
- University funds have been received to renovate a laboratory for sterile compounding and for upgrading rooms 250 and 252 SKH for office space for faculty in the Department of Pharmacotherapy.

There are important goals relevant to the strategic action plan that must still be addressed.

- Providing a means to familiarize faculty in the basic sciences with the current profession of pharmacy.
- Developing a new course in clinical pharmacogenomics and toxicogenomics.
- Developing a statement of professional principles to guide faculty –student interactions (this statement will be guided by and be consistent with the value statement of the College strategic plan and the tenets of cultural competency and mutual respect).
- Broadening mentoring and support activities for faculty development in research and teaching.

The quality of the Doctor of Pharmacy Program is assessed as being outstanding, as evidenced by a #14 ranking among over 100 programs nationally and by a 100% pass rate on the National Licensing Examination (NAPLEX) during the most recent cycle. Currently, emphasis is being given to sustaining excellence in pharmacy education by curriculum assessment and revision and by increasing the cohort of clinical faculty. The new Health Sciences Education Building, which is in its second year of operation, has added a new dimension to the education mission, including incorporation of the interdisciplinary curriculum team project into the curriculum for the 2007-8 academic year. In addition, steps are being taken to increase opportunities for post-graduate pharmacy education in residencies, fellowships, and in graduate programs relevant to the profession, such as graduate programs in pharmacotherapy outcomes research.

The Mission of Discovering, Developing, and Disseminating New Biomedical Knowledge and Technology

Progress has been made in the following areas.

- Six new faculty members have been hired including Drs. Balagrurnathan, Barrios, Bild, Bulaj, Grainger, and Moos who will establish research programs in high priority research areas identified in the NIH roadmap and those aligned with priorities in the College and the Health Sciences Center. Dr. Grainger was recruited to chair the Department of Pharmaceutics and Pharmaceutical Chemistry and holds a newly endowed Presidential Chair.
- Additional faculty members are being actively recruited in the areas of pharmacotherapy outcomes research and clinical science (pharmacogenomics).
- The College continues to develop interdisciplinary research programs as exemplified by the Pediatric Pharmacology Program, which includes faculty members from the departments of Pharmacology and Toxicology, Pharmacotherapy, Pharmaceutics and Pharmaceutical Chemistry, and the Department of Pediatrics.
- The College participates in the Mission Based Management faculty portfolio system where the *curriculum vitae* for every faculty member is updated through a central data base that can be accessed to evaluate the impact of the research portfolio of each faculty member as well as the aggregate impact in various areas of research endeavor.
- The College recently completed the University Graduate Review for Departmental graduate programs, with the result that memoranda of understanding were signed, noting strengths of each program and commitments by the Dean and the Senior Vice President for Health Sciences to address areas where strengthening should occur. It is worth noting that this review process affirmed that the Ph.D. programs in Medicinal Chemistry, Pharmacology and Toxicology, and Pharmaceutics and Pharmaceutical Chemistry remain in the top tier in the nation. It is also worth noting that this review catalyzed the implementation of an MS degree in Pharmacotherapy Outcomes and Pharmacy Management, setting the platform for the development of a Ph.D. program in this area.

One goal of the strategic action plan is to develop a formal research office within the College. While this office has yet to be established, the Associate Dean for Research and Planning serves an important role in facilitating liaisons with University offices, facilitating translational research efforts in coordination with department chairs, and managing research space. In fact, research space has increased from approximately 75,000 square feet to over 95,000 square feet over the past five years.

Another goal of the strategic action plan is to develop and implement evaluation instruments and plans for assessment of the mission related to biomedical knowledge and technology. To meet this goal we are investigating the use of the Mission Based Management data base to provide information about indicators such as publication records, the impact of the publications, extramural grant funding, and honors and awards. We are also investigating the use of national benchmarking systems, such as Academic Analytics, that evaluate several factors including publications, citations in journal publications, research funding, and awards and honors.

The impact of the research mission is magnified by hosting international conferences including the Western Pharmacoeconomics Conference, which is targeted to students and post doctoral fellows across Western United States and Canada, and the Twelfth International Symposium on Recent Advances In Drug Delivery Systems.

The College continues to be ranked #2 nationally among colleges of pharmacy for NIH funded research. In the pharmaceutical sciences and medicinal chemistry category, our basic science programs are ranked 3rd in the nation according to The Academic Analytics rankings based on a 2005 scholarly productivity index. The mission of discovering, developing, and disseminating new biomedical knowledge and technology is assessed as being a recognized area of excellence, which is increasingly being integrated with the research mission of the Health Sciences Center.

The Mission of Providing Pharmacy-Based Service and Outreach Activities to The Community

Progress has been made in meeting the following goals.

- Expanding the involvement of faculty and students in global health outreach and programs as evidenced by a collaborative program in Thailand.
- Clinically oriented community sites have been developed that employ an interdisciplinary team approach to health care in the U of U community pharmacy service network.
- The College remains strong in contributing to the State economy by being an active participant in the USTAR initiative, by developing new spin-off companies, by proposing a new Utah Center of Excellence in Nanomedicine Applied to Cancer, and by providing highly skilled scientists and pharmacists to Utah-based biomedical and pharmaceutical companies and by providing faculty to Colleges of Pharmacy nationwide. Several startup companies have been formed including Sentrix Surgical, Echelon Pharmaceuticals and Lipocine. College faculty have been recognized by state awards for their important contributions to commercialization of technology.
- A strategic hire of a community practice clinical faculty member, with the intent to pursue medication management services for U of U community clinics.
- Providing clerkships for pharmacy students at Community Health Centers.
- Contributing to an AACP White Paper concerning the provision of health care to the underserved for curricular revisions.
- The College has expanded its involvement of faculty and students in global health outreach via the International Cooperative Drug Discovery Program and the International Cooperative Biodiversity Grant Program. The collaborative program with Thailand is also an important part of this international involvement.

The following areas must still be addressed.

- Supporting the professional careers of pharmacists in Utah through the development of a College web site as a hub for the profession of pharmacy.
- Developing an evaluation instrument to assess pharmacy-based services and outreach activities in the community.

The outreach/service mission is assessed as being an important strength of the College that has a high impact on both the lay community and the pharmacy community. A historical benchmark of outstanding service is the Utah Poison Control Center, which has a 50 year history of service and outreach that answers over 50,000 responses for assistance each year. The College has also sustained a strong commitment to a continuing education program that services the pharmacy community in Utah.

Advancement/Development Activities In Support of the Mission

The advancement/development program in the College must be consistent with and supportive of the academic mission. Progress has been made in the following areas.

- A \$20 million gift received from The ALSAM Foundation for a new research and education building, and an additional \$10 million has been pledged by Mr. Sam Skaggs.
- A Presidential endowed chair has been garnered.
- Sixty-six percent of the pharmacy students received scholarship support for FY 2006/07, and support was made available to every student who requested it.

The following important areas still need be addressed.

- Funding for additional endowed chairs.
- Additional endowments for scholarships, fellowships and residents.
- Completing funding for the new pharmacy building, with renovation of L.S. Skaggs Hall.

Concluding Thoughts

I will conclude by emphasizing that this progress report reflects the collective efforts of all the stakeholders who took part in formulating the new strategic action plan. This new plan is energizing and sets the unambiguous goal of sustaining excellence and high impact in all aspects of the academic mission. My sincere thanks to everyone who has contributed to the challenges associated with these goals. There is still much to be done and I will continue to provide you with an annual report. In the meantime, please contact me if you have any questions, ideas, thoughts, or concerns you wish to share.

Best wishes,
John