Notes:
1. TUSP community refers to students, faculty, staff, and administration within TUSP
2. Timelines for initiatives are listed at the end of each initiative

Organization of the document
The Temple University School of Pharmacy (TUSP) Strategic Plan 2022-2027 is organized based on the vision and mission of the School. The plan has been developed by the faculty and staff of the School and is designed to be an aspirational live document to help guide the trajectory of the School over the next 5 years. The document is organized with two global categories – Diversity, Equity and Inclusion (DEI) and Fiscal Growth (FG) which are reflected throughout the scholarly categories – Academics, Research and Scholarship, Clinical Practice, Service and Community Outreach, and Employee Career Development and Well-Being. Initiatives within each scholarly category aligned specifically to DEI and/or FG are designated as such.

GLOBAL CATEGORIES

I) DIVERSITY, EQUITY, AND INCLUSION

Goal 1: Advocate for diversity, equity and inclusion (DEI) across the school of pharmacy
Responsible Leader(s)/Office(s): Director of Diversity, Equity and Inclusion
Initiatives:

a. Expand the TUSP DEI Taskforce to include clearly defined members and leadership, to develop sustained DEI efforts. 5 yrs
b. Promote TUSP community participation in internal, Temple University IDEAL-led, and external training sessions. Follow up these trainings with discussions among Temple School of Pharmacy Community for impactful DEI work. 1-3 yrs
c. Survey the Temple School of Pharmacy Community to understand the TUSP community’s perceptions on DEI and belonging. Build a welcoming and supportive work environment. 1-3 yrs

Performance Indicators:

a. Number of annual DEI taskforce activities and initiatives
b. Increased faculty and staff participation in unconscious bias, DEI trainings and feedback on their impact
c. Survey results of faculty and staff attitudes and observations related to DEI efforts within TUSP
d. Student feedback related to faculty’s willingness to create an inclusive classroom environment

II) FISCAL GROWTH
Goal 1: Develop new initiatives, programs, and differentiators to allow students to create degree pathways that make them attractive to employers

Responsible Leader(s)/Office(s): Director of Graduate Studies, Assistant Deans for Academic Affairs and Assessment, Accreditation, and Quality

Initiatives:

a. Create dual degree programs that attract students and allow completion of multiple degrees during enrollment. 5 yrs
b. Develop certificates and summer internships and externships with pharmaceutical and biotechnology industry, hospitals, and healthcare institutions. 5 yrs

Performance indicators:

a. Number of internships and externships completed
b. Increased enrollment of students
c. Number of dual degree programs within the university

Goal 2: Develop initiatives to re-enroll graduates into programs to assist them in furthering or changing their career paths

Responsible Leader(s)/Office(s): Assistant Dean of Regulatory Affairs and Quality Assurance Graduate Program, Director of Graduate Studies

Initiatives:

a. Survey industry colleagues and alumni to explore their educational and career development needs that the school can address. 5 yrs
b. Create Certificate/degree programs from RAQA courses and other courses within the University. 5 yrs
c. Develop abbreviated courses to train industry professionals on relevant therapeutic areas. 5 yrs

Performance indicators:

a. Survey results from industry professionals, colleagues and alumni
b. Development of short courses for industry professionals
c. Number of new certificate and degree programs created

Goal 3: Strengthen commitments from all TUSP stakeholders to double annual donations to TUSP

Responsible Leader(s)/Office(s): Assistant Dean for Development and Alumni Relations

Initiatives:

a. Provide faculty and staff with opportunities to engage donors. Continuous
b. Increase the number of unique announcements recognizing student, faculty, and staff contributions. 1-yr
c. Identify potential non-traditional donors. 1-3 yrs
d. Expand development staff, faculty, and student touchpoints with prospective donors at social and professional events. 5 yrs

Performance Indicators:

a. Attainment of 5-year and 8-year university campaign goals
b. Double the School of Pharmacy annual proposals and assigned prospects


c. Increase annual donor meetings

d. Double TUSP alumni receptions, including hosting prospects at Temple basketball and football games and other alumni and friend receptions
I) ACADEMICS

**Goal 1:** Attract high quality, diverse students, and trainees to the PharmD, graduate and postgraduate programs  
**Responsible Leader(s)/Office(s):** Director of Graduate Studies, Sr Associate Dean for Operations  
**Initiatives:**  
- a. Streamline PharmD program prerequisites to promote a shortened time to matriculation. *5 yrs*  
- b. Explore dual degree programs that attract students and allow completion of multiple degrees during enrollment. *1-3 yrs FG*  
- c. Increase student accessibility to the PharmD program by exploring online / flexible offerings. *1-3 yrs DEI*  
- d. Develop, preserve, and enhance partnerships with local, regional, national, and international institutions to facilitate enrollment strategies/increase enrollment into the PharmD or graduate programs. *1-3 yrs DEI*  
- e. Implement expanded marketing strategies to target unrealized prospective student/trainee populations and improve external brand recognition and reputation. *Continuous FG*  
- f. Improve engagement with alumni and other stakeholders to connect students and trainees with professionals to foster mentorship, collaboration, and career advancement. *Continuous*  

**Performance indicators:**  
- a. Shortened time from pre-requisite initiation to PharmD program completion  
- b. Increased number of students admitted and retained via Temple undergraduate programs and partnerships with external institutions  
- c. Increased number of completed applications  
- d. Increased or maintained GPA of enrolled students  
- e. Increased number of students participating in clinical tracks and dual degree programs  
- f. Increased number of students attending open houses/events  
- g. Increased digital marketing; increased engagement with social media/advertisements  
- h. Report on diversity of enrolled student demographic information  

**Goal 2:** Provide high quality, innovative pharmacy and pharmaceutical science education and training to develop practice ready graduates who become leaders and patient advocates  
**Responsible Leader(s)/Office(s):** Assistant Deans for Academic Affairs and Assessment, Accreditation, and Quality  
**Initiatives:**  
- a. Develop and utilize evidence-based teaching, active and team-based learning strategies to meet graduate needs, while incorporating inclusive course design for a diverse student body. *1-3 yrs DEI*  
- b. Expand and harmonize the experiential curriculum to empower students to advocate for patients, lead healthcare team discussions on pharmacotherapeutic issues, and implement evidence-based treatment. *3-5 yrs DEI*
c. Continue curricular assessment and improvement of PharmD, graduate, and post-graduate programs, to identify and support academically at-risk students with remediation programs. *Continuous*

d. Collaborate with industry partners to develop internship opportunities for trainees. *1-3 yrs*

e. Develop curricular tracks for students to differentiate degrees in community/retail pharmacy, pharmaceutical industry, medical writing, clinical trial design, and other areas based on changes in the practice of pharmacy. *5 yrs*

f. Incorporate components and discussions regarding health equity throughout the PharmD curriculum. *1-3 yrs DEI*

**Performance indicators:**

a. Increased number of simulations/objective structured clinical examinations (OSCEs), curricular changes, implementation of innovative technology used for teaching and assessment, student satisfaction SFF related to teaching strategies/methodologies, and focus group results

b. Naplex scores above the national average

c. Surveys of student and trainee placement post-graduation, and list of recent alumni professional achievements

d. IPE surveys, APPE evaluations, APPE student feedback survey indicating increased engagement and participation in interprofessional activities and development of patient therapeutic plans

e. Changes made to the PharmD and graduate curriculum and assessment related to these changes

f. PharmAcademic evaluations, ASHP annual residency program reports, ASHP residency program accreditation/re-accreditation reports

g. Exit interviews of graduating MS and PhD students

h. Number of graduate student internships awarded per year

i. Increased number of courses that incorporate discussions of health equity

**Goal 3:** Recruit and retain talented, diverse faculty members who engage in cutting edge research, employ innovative clinical practice and educational strategies, and are committed to continuous professional development

**Responsible Leader(s)/Office(s):** DPP and DPS Chairs

**Initiatives:**

a. Recognize and reward excellence and innovation in teaching, research, and service on an annual basis. *Continuous*

b. Develop a mentoring program for junior faculty to enhance teaching and engagement in research. *Continuous DEI*

c. Encourage participation in series of career and leadership development courses for all faculty and encourage engagement with university programs and professional organizations. *Continuous*

d. Initiate efforts to secure funding for named professorships. *5yrs FG*

**Performance indicators:**

a. Increased faculty nominations for awards in teaching, research and service

b. Feedback from faculty involved in the mentoring program and achievements of junior faculty
c. Assessment of successful incorporation of the most current basic science and clinical research findings into the classroom

d. Assessment of successful incorporation of innovative educational techniques/approaches into the classroom

e. Creation of additional faculty and staff awards in teaching, research, and/or service

f. Increased retention of faculty and staff

g. Increased positive faculty and staff feedback on annual AACP survey

h. Participation in development courses for faculty
II) RESEARCH AND SCHOLARSHIP

Goal 1: Double extramural research funding from current levels by 2027
Responsible Leader(s)/Office(s): Associate Dean for Research, Director of The Moulder Center for Drug Discovery Research

Initiatives:

a. Create an infrastructure to support competitive grant submissions by identifying funding opportunities, providing grant writing support, and providing grant review support. 5 yrs FG
b. Create an internal mentoring program for grant submission. 5 yrs

c. Develop relationships with industry for collaborative research. 5 yrs FG
d. Initiate planning for large cooperative multi-PI grant applications. 5 yrs FG

Performance Indicators:

a. Communication tool with posted opportunities across Temple University departments for grant writing, training and funding opportunities
b. Increased number of grant submissions
c. Increased number of seed grants established
d. Increased small business collaborations and SBIR grant submissions
e. Increased number of industry fellowships established
f. Number of program project grant submissions

Goal 2: Increase the quality and productivity of scholarly endeavors within the TUSP community
Responsible Leader(s)/Office(s): DPP and DPS Chairs

Initiatives:

a. Incentivize all faculty to conduct scholarly activities annually. Continuous
b. Develop strategies to identify system changes that can allow for increased research and scholarship productivity. 5 yrs
c. Increase the number of research opportunities for PharmD students and residents. Continuous
d. Increase the number of postdoctoral fellows, and graduate students in the graduate program. 5 yrs
e. Increase the number of graduate faculty in Pharmacy Practice necessary for TUSP to establish a graduate program in Pharmacy Practice. 5 yrs
f. Initiate cross departmental scholarly activities within TUSP as well as across Temple University. 1-3 yrs
g. Provide more mentoring for postdoctoral and clinical fellows toward grant submissions and manuscript writing. Continuous
h. Increase exposure of TUSP by promoting faculty speaking engagements in regional, national, and international conferences. Continuous

Performance indicators:

a. Increased number of accepted and invited conference abstracts, presentations, publications, and grant submissions from faculty annual reports
b. Increase in research assistantship (RA) positions resulting in an equal number of teaching assistantship (TA) and RA positions for grad students

c. Increased number of PharmD students participating in research activities

d. Survey cross-departmental faculty members to establish areas of research interests and recommendations for outside speakers

e. Formation of a monthly department research seminar

f. Initiation of RxWriting Challenge and number of participants

g. Increased number of three-minute thesis (3MT) presentations and participation in AACP collaborations
III) CLINICAL PRACTICE

Goal 1: Expand the network of preceptors that can establish and maintain innovative and high-quality practices

Responsible Leader(s)/Office(s): Assistant Dean for Academic affairs

Initiatives:

a. Increase number of clinical sites and preceptors affiliated with TUSP, by creating a standardized policy for recruitment of quality preceptors and innovative clinical practices. Continuous

b. Develop a support structure, including development opportunities, for the retention of clinical preceptors and clinical sites. 5 yrs

c. Initiate exploratory conversations about streamlining experiential programs across Pharmacy schools in the state of Pennsylvania. Continuous

Performance indicators:

a. Increased number of APPE/IPPE sites
b. Greater diversity of APPE/IPPE experiences offered
c. Continuing education opportunities and workshops offered to preceptors
d. Survey of preceptors

Goal 2: Expand Temple University School of Pharmacy’s participation in collaborative practice and demonstrate excellence in patient care

Responsible Leader(s)/Office(s): Chair, and Associate Chair of DPP

Initiatives:

a. Develop transformative pharmacy-led clinical practice models that demonstrate improved quality of patient care and cost-effectiveness in collaboration with partners within Temple University healthcare-related schools and other affiliated healthcare systems. 1-3 yrs

b. Explore entrepreneurial opportunities that may lead to external funding for clinical services. 5 yrs FG

c. Encourage faculty to practice in advance practice models to positively impact the use of medications by patients and the health of the patient populations served. Continuous DEI

Performance Indicators:

a. Feedback from stakeholders regarding pharmacy practice value with TUHS and other clinical sites
b. Site specific metrics (30-day readmissions reduction, clinical intervention quantification, new protocols/collaborative practice agreement, disease state optimization)
c. Increased grant applications, research funding, or publication in peer-reviewed journals, poster presentations, and/or invited presentations that demonstrate innovative practices
d. Increased external financial support for faculty-led clinical pharmacy services

Goal 3: Engage in legislative efforts to advance the profession of pharmacy

Responsible Leader(s)/Office(s): Assistant Deans for Academic Affairs and Assessment, Accreditation, and Quality
Initiatives:

a. Invite a series of speakers to educate faculty and students on the current and expanding status of pharmacists’ legal authority in the state of PA, the tristate region, and the USA. 1-yr
b. Initiate faculty-led advocacy efforts in collaboration with the university’s Government Affairs Office to advance the profession of pharmacy, expand the role of pharmacists from practitioners to providers, and improve the education of pharmacy students. 1-3 yrs
c. Encourage student professional organizations to incorporate advocacy efforts promoting reimbursement for pharmacist-led patient care services into their annual activities. 1-3 yrs

Performance Indicators:

a. Number of invited speakers
b. Number of advocacy efforts and participation of both faculty and students

IV) SERVICE AND COMMUNITY OUTREACH

Goal 1: Foster relationships with current and new community partners to enhance trust in pharmacists as healthcare providers

Responsible Leader(s)/Office(s): DPP Chair

Initiatives:

a. Continue and expand outreach programs and initiatives within the community, with community partners and in collaboration with inter-professional schools within TU. Continuous

b. Respond to emergent healthcare needs within Philadelphia and regional communities. Ad hoc DEI

c. Promote health-equity by initiating/continuing programs to address and minimize health disparities in the North Philadelphia communities. Continuous DEI

Performance Indicators:

a. Creation of a process to catalog and communicate community outreach activities and programs
b. Increased scholarship in pharmacy-focused health disparities research and service
c. Increased number of outreach and service activities
d. Number of community outreach activities led by student organizations, increase in these numbers

Goal 2: Increase participation in regional, national, and global leadership and service activities

Responsible Leader(s)/Office(s): DPP and DPS Chairs, Assistant Dean for Academic Affairs

Initiatives:

a. Continue to provide and expand leadership and service by the School of Pharmacy faculty, staff and students within the Health-Science Campus, the University, professional organizations, and government entities at the local, state, national and international levels. Continuous
b. Provide high-quality opportunities including unique experiential avenues for students to develop leadership skills through community outreach efforts. *Continuous DEI*

**Performance Indicators:**

a. Capture leadership and service activities from the annual reviews of faculty activity
b. Recognition of faculty extramural and university service including service awards
c. Number of students holding regional and national leadership positions in professional organizations
d. Number of students participating in community outreach efforts
V) EMPLOYEE CAREER DEVELOPMENT AND WELL-BEING

Goal 1: Enhance job satisfaction of faculty and staff by increasing engagement in meaningful projects, improving relationships, and providing career development

Responsible Leader(s)/Office(s): Dean, DPP and DPS Chairs

Initiatives:

a. Incorporate a process in faculty annual review to discuss and determine efficient use of time to allow focus on meaningful activities. Continuous

b. Promote participation in career and leadership development courses for all faculty offered through the university and utilize funding opportunities dedicated for faculty development. Continuous

c. Create a regularly scheduled time once a month for social and interprofessional networking among colleagues and encourage work-life balance by allowing flexible work arrangements. 1-3 yrs DEI

d. Provide staff funding and opportunities for professional development through conferences, workshops, and enhanced discussions of their role to the School of Pharmacy. 1-3 yrs DEI

e. Promote training of supervisors/administrators in order to strengthen their ability to lead individuals and teams and discuss enrichment opportunities with staff to promote a culture of care. 1-3 yrs DEI

f. Establish greater equity between staff and other members of the TUSP community to allow for flexible work arrangements, participation in TUSP-wide committees, and annual recognition. Continuous

Performance Indicators:

a. Faculty survey of job satisfaction
b. Number of development courses/workshops offered
c. Number of participants in development workshops
d. Evaluations of development workshops
e. Number of regularly scheduled networking opportunities
f. Number of participants in the networking opportunities
g. Number supervisor professional development trainings attended
h. Use of the PDP to guide annual work and track progress toward employee goals and general workplace satisfaction
i. Development of policies for flexible work arrangements for staff
j. Committee participation by staff
k. Number of staff recognition events

Goal 2: Cultivate a positive environment and relationships among members of the Temple School of Pharmacy Community for greater retention

Responsible Leader(s)/Office(s): Dean

Initiatives:

a. Develop an onboarding process for faculty, staff, and administration that promotes a sense of belonging in addition to appropriate training on job tasks. Continuous

b. Promote efforts to connect students, faculty, staff, and administrators at the School of Pharmacy through social and professional networking events. Continuous DEI
c. Enhance communication efforts by creating open forums for faculty and staff with their supervisors. *Continuous DEI*

d. Create a peer-to-peer faculty, staff, and administration lunch and learn series focused on fostering interdepartmental relationships and sharing knowledge with one another about systems and processes within the school and across Temple University. 1-3 yrs

**Performance Indicators:**

a. Number of forums, events, peer-to-peer programming events held annually
b. TUSP community member attendance at school functions
c. Results of 6-month check-ins with new employees
d. Number of efforts to connect students with faculty, staff, and administrators
e. Survey results of TUSP community wellbeing