A VISION OF THE FUTURE  “Caring for Texans through health and discovery”

The college will be a leader in education, research, service and pharmacist-delivered patient care in a diverse society to develop life-long learners, to improve health outcomes and significantly advance scientific discovery.

MISSION STATEMENT

The Mission of the University of Houston College of Pharmacy is to:

1. Provide comprehensive education that prepares students for pharmacist delivered patient care in a diverse healthcare environment.
2. Prepare students to be innovative practitioners who exhibit the ideals of professionalism, leadership, critical thinking, life-long learning and ethical behavior.
3. Prepare graduate students and post doctoral trainees to be excellent innovative researchers who become leaders in significantly advancing scientific discovery.
4. Discover and disseminate knowledge by conducting basic and applied research and scholarly activities leading to the discovery of novel therapeutic entities.
5. Assess, evaluate and improve efforts in education, research and delivery of patient care.
6. Raise awareness of the value of pharmacy among consumers, patients, policymakers, the media, all healthcare partners and stakeholders.
7. Contribute to the worldwide systematic improvement of health care delivery and the health of our communities.

The strategic decisions and daily operations of the College’s faculty and staff will be reflective of the following VALUES:

- **Responsibility** — acting morally, ethically and with integrity, as well as being accountable for one’s actions. Students, faculty and staff have a duty to adhere to these standards. We also recognize our duty to be thoughtful stewards of those resources entrusted to us.

- **Innovation** — creation of knowledge that results in the development of in more effective products, processes and technologies as well as new ideas and methodologies that are accepted by stakeholders in pharmacy education, research and patient care.

- **Collaboration** — the development of educational, research and practice partnerships among students, practitioners, educators and other stakeholders.

- **Quality** — the pursuit of excellence, which is cultivated and assessed through a process of continual quality improvement.

- **Professionalism** — the demonstration of structural, attitudinal and behavioral attributes of a profession and its members. Fundamental to our functioning as learners, educators, researchers, scholars and practitioners of pharmacy are certain professional attributes, including a service orientation; caring; respect for others; accountability and responsibility for one’s action; integrity; honesty; ethically sound decision making; and a commitment to life-long learning.
THE POLITICAL, ECONOMIC AND SOCIAL ENVIRONMENT

The University of Houston College of Pharmacy faces a challenging and rapidly changing environment. The most salient features of this environment are:

Demographics and Attitudes

- Increase in underserved population leading to a need for culturally competent care
- Increase in diversity of the greater Houston population
- A new definition of health care systems which will include community populations
- Increased geriatric patient population
- More informed patient population brings new provider challenges
- Increase in the number of Pharmacy Schools
- Increase acceptance of technology in teaching and practice
- Lack of perception by the citizenry general population and important stake holders of the role of pharmacist in patient care

Economics

- Disparity in state funding between general academic institutions and health science center institutions for Pharmacy Education
- Intellectual property returns are greater in areas such as pharmaceutics and medicinal chemistry
- Over supply of entry level pharmacist and decreased job opportunities for these graduates
- Economic factors "cost benefit" will be the driving factor for academic decision making
- The curricular advancement in the education of pharmacist who is now capable of delivering patient care will lead to change in demand for pharmacy services which will impact pharmacy practice
- Growing demand for graduates with advanced research training in pharmacy administration and public health

Competitive Trends

- Increased competition among schools for student applicants, faculty and experiential sites
- Satellite campuses in Beaumont, Katy and Galveston
- Increased competition for federal funding
- Increase in the number of pharmacy schools in the state
- Increase in the number of graduates in the state of Texas
- Decreased opportunities in industry along with increased competition from other healthcare professionals (e.g. M.D., R.N., etc.) for those that remain
- The medication delivery system is utilizing more technology and ancillary personnel, such as technicians
- Competition among the health professions for patient care services and reimbursement create uncertainty for the future of our health care system
- Increased competition among the colleges for limited funding
Federal, State and Local Public Policy

- Transition by the federal research funding agencies to a translational research focus
- Federal, state and local policies focusing on health care access, quality, performance and reimbursement will provide non-distributive opportunities for pharmacy
- Increased accountability from legislatures for faculty members in higher education
- Decreased funding from the state for higher education
- Increased funding from the Federal government to promote and implement shared multidisciplinary practice and payment models

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT)

The goal of the University of Houston College of Pharmacy is to move from its current state to its envisioned future. To this end, the College of Pharmacy must overcome internal weaknesses and external threats, build on areas of strength and capitalize on opportunities.

Strengths

- Experienced, collegial faculty that value mentorship, collaboration and leadership
- Successful promotion of faculty to higher academic ranks and leadership positions
- Increased incorporation of hands-on and multi-disciplinary training into the Pharm.D. program
- Greater than 98% passing rate on NAPLEX examination and high demand by employers for our graduates
- Ph.D. programs in Pharmaceutics and Pharmacology among a few UH doctoral programs highly ranked in National Research Council rankings
- Training positions in our M.S./Residency programs are highly sought after
- Outstanding teaching and research opportunities in the TMC and Houston
- Strong collaborator base in TMC/Houston/Texas and worldwide
- Prolific scholars with targeted research excellence
- Research proposal submission rate by college faculty has increased by 40% over the last 3 years
- Extramural research funding in the college has increased by 25% in the last 3 years
- Experiential program able to recruit high level of volunteerism to the Pharm.D. program throughout the state
- International appeal of TMC/Houston allows for international collaboration and revenue streams
- Diverse faculty, staff and student body in professional and graduate programs

Weaknesses

- Inadequate physical and financial resources limit our ability to maintain or increase our programs
- Insufficient faculty numbers and lack of competitive faculty salaries
- Inadequate IT infrastructure and IT support
- Lack of core research facilities and support
• Non-competitive graduate student stipends
• Inadequate scholarship dollars
• Lack of college based endowed research chairs and endowed research professorships
• Inadequate name and identity recognition
• Current organizational structure is inadequate

**Opportunities**

• Improvement in national ranking by *U.S. News and World Report*
• Increase awareness of our areas of teaching excellence
• Increase collaborations with other healthcare professions, professional education and scholarship
• Student attitudes toward the college are improving and we need to cultivate this into long-term relationships (professional and graduate students)
• A new building could enable an increase in the number of professional and graduate students admitted
• Growth in Houston population will create additional healthcare demands
• International Memorandum of Understanding (MOU) represents additional opportunities for teaching and research
• Focused efforts could increase visibility across campus to positively impact policymaker attitudes towards pharmacy
• The dual degree programs for Pharm.D. student enabling student to simultaneously pursue an M.S. or Ph.D. degree provide unique employment opportunities
• New UH Research leadership understands the role the College of Pharmacy can play in developing intellectual property at the University of Houston
• Institutional interests in drug discovery/development
• New research administration at UH understands the need for quality research space and its appropriate redistribution
• Creation of intellectual property provides an opportunity for alternative streams of revenue
• The climate within the state of Texas favoring the consolidation of graduate programs offers us an opportunity to expand our programmatic offerings by reclassifying Ph.D. programs under the broader Pharmaceutical Sciences heading
• Renewed interest in Medicinal Chemistry by Chemistry Department and elsewhere at UH
• The state of Texas is requiring external review of all graduate programs in the state providing quality improvement for peer recognition
• A large pool of talented scientists available for collaborative translational research opportunities with the TMC
• A large number of well-operated core facilities in the TMC that are available either through collaboration or by fee
• University has received Tier One monies from state to enhance research development at UH
• Strong university support for undergraduate research, providing the college the opportunity to have greater impact on undergraduate education of the best and brightest
• Greater awareness of college activities and contributions to the community could increase donations by alumni, businesses, foundations, etc.
• PharmCAS tools/potential can greatly enhance the admissions process and applicant pool
• E*Value represents a strong tool for streamlining experiential and other curricular management
• Demand for IV Certification is still high and no other colleges of pharmacy offers it
• Preceptor Training and Certification Programs represent potential income streams
• There is an unmet demand for pharmacists trained in ambulatory care
• There is an unmet demand for training leading to Medication Therapy Management certification
• Attainment of Research Universities (very high research activity) classification by the Carnegie Foundation

**Threats**

• Increased competition for students, faculty and resources from the expansion of new and established state, private and for-profit pharmacy programs
• Disparity in state funding between general academic institutions and health science center institutions for Pharmacy Education
• The changing face of health care will intensify competition among healthcare providers for healthcare dollars
• Increased use of technology and possible political and economic changes may result in decreased demand for pharmacists
• Limited external support combined with lack of political constituencies to champion the college's cause with decision makers within the University and state
• UHCOP is not viewed as essential to UH strategic plan
• Declining state contributions to higher education resources resulting in increased dependence on tuition revenue
• A lack of understanding of total faculty value
• A lack of understanding by politicians and general public of many faculty responsibilities that results in metrics expectations not compatible with the missions and goals of a major research university
• University of Houston resources to support graduate studies via tuition fellowships are declining
• Faculty success is threatened due to an increase in competition for research funding
• Changes in emphasis for research goals of funding agencies may jeopardize current research programs
• Increased competition for a shrinking pool of resources by different units within the university
• Poor physical plant support and maintenance, cumbersome and slow repair requests procedures and responses within the University
• Insufficient UH research core facilities to support expanding research enterprise
• Decreasing public support for higher education
• Declining opportunities for graduate students to pursue academic careers in some areas
• Inadequate perception of the strength of our graduate programs within the University
• Declining state general revenue resources making it difficult to compete for and retain top faculty
• Change in the delivery of course content may alter pedagogy within the academy
• Challenges due to enhanced technology and online learning systems
OUR STRATEGY

The University of Houston College of Pharmacy’s strategy, developed in light of the foregoing considerations, will preserve and enhance the College’s strengths and leverage opportunities for revenue generation and competitive ascendancy. For this to be accomplished, the College will undertake nine Strategic Imperatives.

**Strategic Imperatives**

1. Grow, Diversify and Expand the College’s Revenue Base
2. Increase Research-Based Scholarly Activity and Collaboration
3. Strengthen College of Pharmacy political positioning relative to other health professional programs in Texas
4. Develop and enhance the College of Pharmacy educational programs to the point where the graduates become leaders and agents of change
5. Develop the *University of Houston Center for Drug Discovery* that will provide a foundation for bringing together the strengths of many research disciplines across the UH campus and beyond
6. Raise awareness of the value of pharmacy among consumers and patients, among elected officials and policymakers, among the media and among all healthcare partners and stakeholders
7. Contribute significantly to the systematic improvement of health care delivery and the health of our communities
8. Build a new state-of-the-art Pharmacy building that will provide all of the facility and technological resources that will be necessary to meet the extensive goals of a Tier One Pharmacy College
9. Become innovators in the delivery of pharmacy education

For each of these Strategic Imperatives, there is an overarching goal.

1. **Grow, Diversify and Expand the College’s Revenue Base**
   *Goal:* To increase our College’s revenue base including state, national, research and service sources. A larger and more diverse revenue base will support expansion of our faculty, staff and facilities.

2. **Increase Scholarly Activity and Collaboration**
   *Goal:* Compete successfully for research funding and improve national recognition for research within our areas of expertise. To further increase our collaborative research relationships with institutions within Texas and beyond. Disseminate our scholarly activities to our colleagues, students and society at large.

3. **Strengthen the College of Pharmacy’s political positioning**
   *Goal:* Educate and solicit support from nation-wide administrators and legislators on behalf of the College of Pharmacy. Empower all UH College of Pharmacy constituencies to take an active role in increasing the visibility of the College of Pharmacy.

4. **Develop and enhance the College of Pharmacy educational programs to increase the number of graduates who become leaders and agents of change**
   *Goal:* To prepare students to make significant contributions and advancement to their profession using critical thinking skills and exposure to a diverse learning experience. To increase involvement and commitment in their field of study, professional organizations and to increase participation in leadership positions. To develop an expertise sustained leadership opportunities for faculty and students at the national and international level and take the lead in promoting pharmacy leadership opportunities.
5. Provide leadership and expertise toward the creation of University of Houston Center for Drug Discovery and Development that will provide a foundation for bringing together the strengths of many research disciplines across the UH campus and beyond
   
   **Goal:** To create a highly productive "bench-to-bedside" translational research effort that will significantly improve disease state management. Evidence for success will be the creation of safe and effective therapies, diagnostics and treatment pathways.

6. Raise awareness of the value of the college and the profession of pharmacy among consumers, patients, elected officials, policymakers, the media and other healthcare stakeholders

   **Goal:** To be recognized as a college and profession that provide value to our stakeholders. This value is demonstrated through the creation of new knowledge, provision of health care services and innovative leadership.

7. **Contribute significantly to the improvement of health care delivery and the health of our communities**

   **Goal:** Create new models of interdisciplinary healthcare delivery to expand and improve access to healthcare within our communities.

8. **Provide the facility and technological resources necessary to meet the extensive goals of a Tier One Pharmacy College**

   **Goal:** Build a new state-of-the-art Pharmacy building that will provide all of the facility and technological resources that will be necessary to meet the extensive goals of a Tier One Pharmacy College.

9. **Enhance innovation in the delivery of pharmacy education**

   **Goal:** Continue developing novel pedagogy and educational delivery methodologies to provide specialized education.