

STRATEGIC

plan
FY 2022-2025



TTU HSC

MISSION

As a comprehensive health sciences center, our mission is to enrich the lives of others by educating students to become collaborative health care professionals, providing excellent patient care and advancing knowledge through innovative research.

VISION

TRANSFORM HEALTH CARE THROUGH

Innovation & Collaboration.

VALUES



ONE TEAM



KINDHEARTED



INTEGRITY



VISIONARY



BEYOND SERVICE

ONE TEAM | *Unite and include diverse perspectives to achieve our mission.*

KINDHEARTED | *Exceed expectations with a kind heart, helping hands and a positive attitude.*

INTEGRITY | *Be honorable and trustworthy even when no one is looking.*

VISIONARY | *Nurture innovative ideas, bold explorations and a pioneering spirit.*

BEYOND SERVICE | *Create and deliver positive defining moments.*

JERRY H. HODGE *School of Pharmacy*

MISSION

To enhance the lives of patients through
INNOVATION AND EXCELLENCE
in pharmacy education, practice, and research.

VISION

TRANSFORM HEALTH CARE
and the **LIVES** of the patients we **SERVE**

CULTURE

Our culture—the way we live and act—is created by a
STRONG COMMITMENT TO a set of **CORE VALUES**
based on mutual respect, professionalism, and integrity.



As a Community of Learners,

WE ARE COMMITTED TO:

- The creation of a student-centered, positive learning community in which each person is dedicated to the pharmacy profession and values excellence in education, practice and research.
- Collaborative interpersonal relationships - defined as mutual learning, open communication and shared responsibility among faculty, administration and students.
- Compassionate care for each patient and an unwavering dedication to meet each patient's pharmaceutical care needs.
- Community involvement and serving the health care needs of the citizens of West Texas. This perspective will be reflected in our doctoral candidates who have a community perspective supported by a sound biologic and behavioral understanding of health care.
- Work characterized by its excellence and our willingness to change, be progressive, make timely and vigilant decisions, and evaluate our performances against stated goals.
- Academic and healthcare environments that encourage open debate and dialogue, the introduction of new ideas and practices, innovation through collaboration, and an unwavering commitment to self-improvement, self-renewal and life-long learning.



Process & TIMELINE

A survey asking for input on strengths, weaknesses, opportunities, threats, large goals and strategic initiatives was developed and sent to all alumni, faculty, staff and students of the School in March of 2020. Responses from 250 alumni, 84 faculty, 83 staff, and 472 students were compiled and sent to faculty in May of 2020. This information was collated into the final School SWOT analysis with large goals and potential strategic initiatives. A virtual faculty retreat was held in September of 2020 and results of the retreat and a draft strategic plan were discussed at the October 2020 Executive Committee meeting. It was determined that too many specific strategies were in the plan and subsequent planning from a larger group was necessary to determine large goals. A task force consisting of the Chair of the Faculty Affairs Committee and the three Faculty Senators developed and led a two-day Strategic Planning Forum in March 2021. This virtual workshop engaged 130 participants, including faculty, learners, and staff from all campuses and departments, broad representation of health sciences center faculty, administrators, alumni and community stakeholders. Participants received orientation materials and a “scouting report” prior to the forum. Digital technology was leveraged to engage participants in small-group brainstorming activities to identify and prioritize ideas. More than 950 ideas were generated to improve educational programs, advance healthcare through practice and research, and support our people and institutional development. These were prioritized by vote, first within the groups and then across all stakeholders at large. Ultimately, the list was narrowed to identify 32 potential strategic initiatives. Following the retreat, the task force and Executive Committee structured the strategic initiatives within 5 critical goals for the school. Faculty then completed a final voting process to determine which strategic initiatives to prioritize. The strategic plan was discussed at the August 3, 2022 Executive Committee meeting with subsequent faculty town halls on August 5 & 6. The final vote to approve the plan was held at the August 19, 2022 faculty meeting.

The strategic plan will be a living document with annual reporting to stake holders including faculty, staff, alumni, students and higher administration of the University. Plan progress will be continuously noted on the web site and available to stakeholders. New strategic priorities and initiatives will be incorporated as necessary depending on updated SWOT analysis based on internal and external priorities.

**TRANSFORM
HEALTH CARE
AND THE
Lives
OF THE
PATIENTS
WE SERVE**

ACADEMIC *goals*

STRATEGIC GOAL: **DISTINGUISH GRADUATES WITHIN A COMPETITIVE JOB MARKET**

INITIATIVE:

Develop specialization within the Doctor of Pharmacy Program

TOP STRATEGIES:

1. Develop focused opportunities within the Doctor of Pharmacy Program, such as certificates, concentrations, or minors
 - Poll students and alumni on what type of opportunities are desired
 - Develop veterinary concentration in concert with TTU vet school
 - Develop curricula to fit the identified opportunities
2. Develop focused opportunities in conjunction with the Doctor of Pharmacy Program, such as joint/dual degrees (e.g., M.S. in clinical/translational research, pharmacoepidemiology, pharmaceutical sciences, health care administration, biotechnology, regulatory affairs, MHA with SOHP)
 - Engage in exploratory efforts to determine feasibility of and interest in different joint/dual degrees
 - Based on results aim to develop new joint/dual degree(s)
3. Expand learner opportunities through rural, global health, telehealth, and remote patient monitoring
 - Incorporate telehealth competencies into the Pharm.D. curricula
 - Perform needs assessment to identify current and needed resources for curricular development and delivery
 - Develop global health program within the SOP

INITIATIVE:

Include accessibility, belonging, and community (ABC) topics in curriculum and assessment

TOP STRATEGIES:

1. Inventory curriculum to identify ABC topics and/or opportunities for ABC topics
 - Evaluate the appropriateness of a new Ability Statement to be added to either the 2.4 Sub-domain (Population health) or the 3.5 Sub-domain (Cultural sensitivity) of the Texas Tech Curricular Abilities
 - Assess training resources to enhance cultural response to health care needs of diverse people groups (e.g., HSI related classes such as Medical Spanish courses or other languages commonly used in the communities near our campuses)
2. Assess student performance related to ABC competency
 - Use outcomes data for ACPE subdomains 2.4 and 3.5 to assess current student performance in instruction related to ABC, and identify needs for additional enhancement





Student Life

GOALS

STRATEGIC GOAL: ENHANCE STUDENT LIFE

INITIATIVE:

Establish support mechanisms outside of the classroom for optimal student success (emphasis on enhancement of alumni engagement, mentoring, and advising programs)

TOP STRATEGIES:

1. Establish a baseline of non-academic factors determining success in the Pharm.D. program
2. Implement training modules on improving factors
3. Evaluate and implement faculty/alumni mentoring program
4. Establish a robust, evidence based academic success monitoring and engagement program

INITIATIVE:

Establish programs to develop study skills, time and stress management, and well-being

TOP STRATEGIES:

1. Explore feasible programs to improve student life
2. Implement feasible programs to improve student life (i.e., student wellness seminar series)

INITIATIVE:

Develop a student-friendly, equitable environment at each campus

TOP STRATEGIES:

1. Develop comparable facilities and resources on each campus to include study spaces, recreational facilities, & student lounge areas
2. Provide engaging campus life experiences involving student, faculty, and staff

PEOPLE

goals

STRATEGIC GOAL: IMPROVE EMPLOYEE WELL-BEING

INITIATIVE:

Establish healthy boundaries for work and wellbeing including workload, business hours, communications, appropriate systems for expectation and reward

TOP STRATEGIES:

1. Develop and implement strategies that improve employees' ability to establish healthy work boundaries
 - Perform needs assessment to identify time sinks and tasks that are not optimally allocated
 - Create strategies to eliminate or minimize time sinks and reallocate tasks appropriately
 - Create system-wide expectations that support healthy work boundaries
 - Create and implement system-wide processes that support healthy work boundaries
2. Seek input on best practices for integration of value-based culture into the annual development process for faculty and staff.
3. Develop a system for routine check-in meetings for all faculty and staff with their direct supervisor.
4. Explore gap analysis for systems regarding expectation and reward

INITIATIVE:

Enhance and simplify organizational culture, communication, effectiveness, structure and process (identify ways to work smarter, delegate, simplify)

TOP STRATEGIES:

1. Evaluate organizational structure, function, and culture for each unit
2. Evaluate staff position descriptions and job titles and make comparable positions on each campus have comparable job titles
3. Establish an intentional communication plan and provide faculty and staff development on best practices and enhancement of verbal and written communication.
4. Embed ABC Principles in recruitment and retention efforts
 - Encourage/require search committee chairs (and members) to complete ABC-related training provided by TTUHSC
 - Participate in climate assessment surveys
 - Integrate ABC concepts into recruitment and retention practices



INITIATIVE:

Foster meaningful relationships regardless of role, department, or location to enhance retention

TOP STRATEGIES:

1. Provide opportunities for socialization and intentional times of interaction to establish mutual respect.
2. Provide faculty and staff development regarding teamwork using tools such as Emotional Intelligence, and conflict resolution.

Student Recruitment GOALS

STRATEGIC GOAL: EXPAND MARKETING AND RECRUITMENT THROUGH COLLABORATION AND COMMUNICATION

INITIATIVE:

Enhance relationships with TTU and increase physical presence in feeders, community colleges, technician programs, K-12, camps, etc.

TOP STRATEGIES:

1. Develop geographic recruitment regions
 - Designate a student recruiter for each campus
2. Showcase modern pharmacy practice and pharmaceutical sciences in our communities
 - Develop an annual open house on each campus including teaching and research laboratories

INITIATIVE:

Increase marketing initiatives (social media, outreach, selling of the experience)

TOP STRATEGIES:

1. Explore methods to enhance outreach and marketing to SOP feeder programs for each of the four campuses.
2. Improve web site for marketing including content and navigation
3. Improve social media recruitment

INITIATIVE:

Explore mechanisms to attract high-quality students into the Pharm.D. program

TOP STRATEGIES:

1. Identify, implement, and disseminate innovative models of pharmacy practice
2. Create programs for real-world evidence and practice-based research
3. Integrate ABC concepts into recruitment practices
 - Review recruitment and admissions criteria
 - Examine holistic approach for admissions

INITIATIVE:

Create and implement an alternate Pharm.D. pathway that employs a hybrid learning model

TOP STRATEGIES:

1. Develop a proposal and framework for an alternate educational pathway that aligns with programmatic needs, accreditation requirements, and institutional policies for distance education
2. Recruit students to the alternate pathway
3. Implement the alternate pathway, beginning with P1 year
4. Assess and evaluate outcomes from the alternate pathway in comparison to programmatic goals, and traditional pathway metrics





RESEARCH *goals*

STRATEGIC GOAL: OPTIMIZE RESEARCH INITIATIVES

INITIATIVE:

Identify and secure resources that will facilitate success in research and scholarship (e.g., in-house statistician)

TOP STRATEGIES:

1. Develop a specific strategic plan for research within the SOP
 - Identify strategic priorities for research within the School of Pharmacy
 - Maintain/enhance existing research infrastructure and equipment service contracts
 - Recruit faculty with active/funded research programs and staff to support research programs
2. Explore necessary resources for above strategic plan
3. Enhance faculty retention by utilizing and expanding endowed chair positions

INITIATIVE:

Build distinction from existing research strengths within our school (publicize, market, network and expand) including both basic science and translational research

TOP STRATEGIES:

1. Develop area(s) of focused research for the SOP that can be organized into research center(s)

INITIATIVE:

Develop and expand research collaboration, including cross-school collaboration within HSC, and regional, national, and international partners

TOP STRATEGIES:

1. Develop mechanisms for informal research discussions across departments and campuses
 - Develop recurrent research seminars for both basic and translational research
2. Develop a formal research mentoring program internally and externally including grant review
 - Establish formal mentoring groups in the department
 - Utilize external consultants to optimize grant viability
3. Explore research opportunities, projects, and outcomes related to ABC topics



TEXAS TECH UNIVERSITY
HEALTH SCIENCES CENTER™

Jerry H. Hodge School of Pharmacy

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