

COP Strategic Plan Timeline			Major Goal Area	
1/20/2005 - Revision			Objective Listed Under Major Goal	
Time and Performance Milestones			Completed Objective	
			Old open item	
Current Open Items in Ascending Goal/Objective Order			Current open item	
Goal1: Teaching & Learning				
Objective Name	Responsible Party	Target Date	Item	Progress and Notes (See also previous notes re: progress on topics)
Objective 1 - New Technologies	Office of Academic Affairs (OAA)	Aug-03	Tech needs assessment	Practice is using Cerner system to track clinical outcome measures of pharmacotherapists and interventions of pharmacy practitioners.
	Dean	May-04	Charges Ad-hoc Tech committee	Completed
	OAA	Sep-04	Tech training for faculty/staff/students	Staff losses due to budget cuts within the IT unit have postponed the development of significant training for faculty and staff. Staff training in Depts/Units focused on Banner Systems.
	Ad-hoc Tech Committee	Yearly	Re-evaluate COP tech needs	This is the ongoing work of the Tech Committee.
Objective 2 - Curricular Flexibility	Dean	Dec-04	Charges EPC to query other schools re: curriculum flexibility	Completed
	OAA	Dec-04	Ensures participation of interested parties	Three working committees on curricular revision were appointed by EPC. They are meeting and gathering data.
	OAA/Educational Policy Cnsl. (EPC)	Aug-04	EPC explores flexibility options	EPC and IT committees are examining wireless and laptop options. Extensive discussions are also occurring at EPC and in Departments re: curriculum flexibility, content and faculty teaching loads.
	OAA/OSA	Jan-04	Strengthen PharmD career counseling programs	Career fair is big. Intern fair is difficult to coordinate - continue evaluation of best methods to expose students to career options.
Objective 3 - Curricular Review	EPC/OAA	Dec-03	Annual curricular review & action plan	Within the ongoing work of the EPC.
	OAA	Aug-04	Assessment of student terminal competencies	A validated self-confidence survey based on the terminal competencies is being given to P4 students. It is administered 3 times during clerkship year.
	EPC/OAA	Aug-04	Explore use of high-fidelity simulations	Currently under review by the EPC curriculum working group. Evaluation criteria, on which the high-fidelity simulations will be based continue to be developed.
Objective 4 - Expanded Clerkships	Dean	Oct-03	Practice develops annual site review/plan	Annual review of clerkship sites is now continuous. Current concern is for "core" rotations (esp. Medicine core) within hospital settings. Concerned about having to potentially pay for clerkships or otherwise bear more cost for shared faculty in select large sites. Focus on preceptor training & quality of the rotational experience.
	Department of Pharmacy Practice	Aug-06	Additional innovative sites provided	Have plenty of innovative sites. Need more core sites as mentioned above. Contract management is an ongoing concern for Practice. Will be integrated into duties of new contract coordinator being hired by Dept.

Goal 2: Research				
Objective 1 - Increase Total Research	OAA	Oct-03	Junior faculty mentoring program	Several faculty development seminars were held this year. Faculty handbook to be put on line by 3/05. Ongoing informal efforts to mentor junior faculty and engage in internal peer review of grant proposals.
	All	Now	Recruits consider research contributions	New faculty recruits are evaluated in terms of areas of research interest and pre-existing grants. Impacts of faculty retirements on research programs are also being considered. Faculty Productivity/NSF analysis is back on track. Anticipated completion of first draft 4/05. Cross link to teaching load analysis.
Objective 2 - Research Support	Assoc Dean Research (ADR)	Oct-03	Research support function/office	PAPE approved for Assistant to the Associate Dean. Search Committee empanelled. Search underway. Dr. Beck would like this position to become self-supporting over time with ICR donated from each participating unit.
Objective 3 - Interdisciplinary Research	ADR	Dec-07	Increase collaboration at UIC	Links with COD on oral cancer and Med Chem with Psychiatry. Also stronger links with engineering on drug discovery and delivery. Ongoing strong links between COP and Cancer Center.
	ADR	Aug-04	Interdisciplinary symposia, poster sessions, lectures	Increased collaboration with the Cancer Center and other interdisciplinary areas of study for instance Chicago Biotech Consortium with Northwestern and Univ. of Chicago, Argonne and Regional Translational Research Center. Still need to develop and promote symposia.
	ADR/Dean	Oct-02	Expand linkages with UIUC - develop plan	No progress lately.
Objective 4 - Large Equipment Plan	Dept/Unit Committee	Aug-03	Develop large-equipment plan	A survey of large equipment within the COP and within other Health Science colleges is planned. This will yield the data from which a large equipment plan is developed. Need plan to maximize utilization of large-equipment resources within the COP. Such resources need to be either break even or supported through a consensus effort. Several pieces of large equipment obtained via ITR (e.g. luminescent imaging).
	Depts/Units	Aug-04	Establish equipment reserve funds	ICR should fund equipment replacement but is often used for other needs. Budget problems have hindered progress.
	Depts/Units	Ongoing	Partner with industry to sponsor equipment at COP	Pfizer and others are potential partners. Develop list of needed/desired equipment. Determine approach - philanthropic donation or partnership for development.
Objective 5 - Research Seminars	ADR	Oct-03	High Profile Research Seminar Series	Potential funding from Pfizer, Abbott and others should be sought through creation of proposal outlining rights and costs of sponsorship.

Goal 3 - Infrastructure				
Objective 1 - Building Research Addition	Dean	Dec-06	Building addition	Addition was #4 priority for UIC and #7 priority for U of I system. Not funded during last state budget allocation, still on priority list. Continue to press for high priority status of building addition. Add cost to renovate the remaining older structure to capital budget. Link to Gerwick rejection letter and Hospira (and other) partnering opportunities.
Objective 2 - Facility Renovation	Dean	Ongoing	Ongoing building renovation plan, 6 month updates	COP addition has support from Mayor. Plumbing project under way. NIH renovation grant submitted. New campus budget priorities based on collaboration and commercialization - integrated into capital request document. Activated an ad-hoc Space Planning Committee to address ongoing issues. Department/Unit heads are members.
Objective 3 - Technology infrastructure	OAA	May-04	Plan to address self study issues	Being addressed by Technology Committee. Banner is clearly having a significant impact on the work flow in units/departments and the College. Business Managers working with Ed Valentine to surface problems/concerns at a campus level.
Objective 4 - Admin process efficiencies	Dean	Dec-03	Committee evaluates/develops recommendations	Monthly/weekly business manager meetings held on HR & Finance issues. Also participate in West Side HSC Banner User's Group. Quarterly meetings with depts/units re: HR & Finance issues. Hired Director of HR. Additionally Med Chem/P'Cog, ITR and CPB are examining administrative responsibilities. No formal committee yet established.
	Dean	Jun-04	Communicates changes, roles, responsibilities	ibid
	Dean	Dec-04	Supportive training programs & tools	ibid
Objective 5 - Dept/Unit Planning & Reporting	Dept/Unit Heads	Dec-03	Develop/update dept/unit plans	Presentation by WT Beck re: strategic planning in BPS. Judy Bolton and Jerry Bauman are also planning in Med Chem/P'Cog and Pharm Practice respectively. Dean Sagraves reiterated that all departments/units should be engaged in strategic planning activities and should submit plans/revisions as they are completed. Note ITR also developed scientific advisory committee during this time.
	Dept/Unit Heads	Aug-04	Depts/Units report updates to Dean	In process
Objective 6 - Expand philanthropy	Development	Ongoing	Increase philanthropy to target levels	Per Jeff Larson ahead of plan from last year. FY04 campaign funds return 19% increase over FY03. Annual fund is ~\$42K more than last year.
Objective 7 - Center/Institute expansions	Dean/ADR	Dec-05	Committee re: roles/scope of Centers/Insts. in COP	ITR indicated record of expansion in terms of staff, grants and affiliated faculty. Outlined TB alliance portfolio. ITR also developed scientific advisory committee.
	ADR	Jun-06	Clarifies/communicates role of Centers/Institutes	No progress this item
	All	Dec-07	Create one additional center	No progress this item

Objective 8 - UIUC Collaborations	Dean/Assoc Deans	Ongoing	Address infrastructure to facilitate links w/UIUC	Initial linkages made with UIUC visit in summer of 2003. Linkages made via the Cancer Center. Multiple research collaborations/contacts made with other educational institutions.
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Goal 4 - Students				
Professional Students				
Objective 1 - Evaluate/Improve Admissions	Office Student Affairs (OSA)	Jan-04	Evaluate and improve application/interview process	N. Tapko resigned. Dr. Woodward has been out ill. Recruitment duties spread over remaining staff. Increasing PharmCAS application numbers are challenging. Last year did not get significant UHP students enrolling. Working with Admissions committee to evaluate process. Steps taken to insure supplemental apps completed for UIC. Also focus on diversity in a broad sense (e.g. geographic).
	OSA	Dec-03	Develop/implement approaches to attract superior students	Covering UIUC, Purdue, etc.
	OSA	Jan-04	Expanded links with UIUC for preadmission enhancement	As noted above recruitment efforts at UIUC seem successful - significant interest appears to have been generated.
	OSA	Dec-03	Identify and enhance student predictive success indicators	Dropped school indicator. Dropped race and sex. Not currently using predictive index.
Objective 2 - Student Diversity	OSA/Urban Health Program	Dec-07	Achieve a diverse PharmD student class mix	Charese Johnson hired as student recruiter. UHP, OSA and Admissions Committee all working on the issue, particularly the admissions process.
Objective 3 - Service Learning	Depts Pharm Ptce/Admin	Dec-03	Develop service learning projects with Great Cities	See Urban Health Report. Also noted was the outreach project headed by Miriam Mobley-Smith and Mike Koronkowski. Burdick fellowship also noted.
Objective 4 - Expanded PharmD class size	OSA	Aug-03	Evaluate impacts of expanded class size	Have increased on the margin to 160 from 155. Completing "enrollment report" in response to inquiry from Chancellor. Analyzing cost of increasing class size and impact on COP. Also completing analysis of overall classroom utilization and costs of classroom renovation. Insufficient numbers of mid-sized classrooms exist.
Objective 5 - Post PharmD resident support	Development	Aug-07	Increase amount and sources of funding support	See note about former residents now giving financially to COP.

Graduate Students				
Objective 1 - Evaluate/Improve Admissions	Departments	Dec-04	Evaluate and improve application/interview process	Question about US vs. foreign grad students in life and other sciences. Improvements in grad admissions (West Side Wednesdays) implemented. Significant improvement. Working with COM on NIH training grant to recruit high quality graduate students.
Objective 2 - Student Diversity	Departments	Jan-07	50% US graduates by target date	Need aggressive recruitment of US students. Stipends at higher levels would help. Training grant.
Objective 3 - Other College Impacts on programs	Departments	Dec-04	Evaluate impacts of other college curriculum changes on COP programs	AACP published White paper on role of residency programs. Says they should be run like College of Medicine programs.
Objective 4 - Graduate Fellowships	All	Aug-03	Increase number & type of graduate fellowships	Training grant.
Joint Professional/Graduate Programs				
Objective 1 - PharmD/PhD Program	OAA & Dir Grad Education	Dec-04	Implement PharmD/PhD program	Program initiated but initial student withdrew and will do the two degrees separately. Ongoing discussion taking place regarding coursework and timing.
	Departments/OSA	Mar-06	Admit first joint program students	Admission process established and on the web.
	Departments/OSA	Aug-08	Target 10 individuals enrolled in joint program	ibid
Objective 2 - Improve Student Web Sites	Dean/Dir Grad Education	Jul-04	Fund one position to provide centralized support	Changes will be incremental to match new COP graphic identity standard. Image and PR and IT committees working on joint COP Web Renovation Proposal - potential funding from the Dean.
Objective 3 - Additional Joint Degree Pgms	OAA & Dir Grad Education	Ongoing	Explore additional joint degree programs	PharmD/Informatics degree under development. PharmD/MBA has begun.
Objective 4 - TA training/devel program	OAA	Aug-04	Develop training/devel program for TA s	Training programs now ongoing. New concerns include potential unionization of TAs. May reduce total number of TA positions if salary increase significantly. Need uniform TA/GA/RA salaries across units. NIH recommends \$20,500.

Goal 5 - Entrepreneurship				
Objective 1 - URO development	Assoc Dean Bus Devel	Jan-04	Explore option of URO	Postponed until needed. OBFS reluctant to support.
Objective 2 - Expand COP to business links	Depts/Units	Annually	Report annual dollars generated via service contracts	Need analysis via Banner.
	Depts/Units	Dec-07	Expand service contracts by 2/year. Double current revenues	Primary focus through Illinois Racing Board/Dept. of Revenue and Drug Information Center. Contracts continue to expand. Current plan is to go 24/7. Possible interaction with the state Dept of HHS. Charging Walgreen's for previously-free calls. Considering move to Basement of COP. Significant linkages to companies through ITR.
	Depts/Units	Annually	Retain 85% of existing clients, report to Dean annually	Needs continued analysis.
	Dean/Depts/Units	Dec-05	Develop new business opportunities for COP. Develop targets	Target date in the future.
Objective 3 - Faculty orientation	ADR	Dec-03	Develop new faculty orientation/training program	Web page for new faculty to be posted by March 05. Bill Beck developing orientation program with Jan Engle. Committee has been established.
Objective 4 - Commercialize COP IP	Office of Technology Mgmt (OTM)	Aug-07	Double existing number of disclosures & patents	Dan provided latest statistics. Showed increases in most categories. Primary focus on growth vs. specific targets.
	OTM	Annually	Track license revenues - in two years establish targets	Growth in licenses, options & agreements. Significant increase in subset that are potentially revenue generating.
	OTM	Annually	Track startup companies by 04 develop targets	Currently running about 2/year.
	OTM	Annually	Hit non-BCG revenue targets	Total income between \$1.5 - \$1.7M.
Objective 5 - Expand Continuing Ed Offerings	OAA	Annually	Expand CE offerings now to 07	CE course development has offerings through 07

Goal 6 - Marketing/Image/PR				
Objective 1 - Faculty-led Mktg COP Committee	ADBBD	Jul-03	Form committee address ongoing marketing issues	Committee meets regularly. Andy Mesecar is faculty chair.
Objective 2 - Develop revised marketing plan	ADBBD/Marketing Committee	Dec-03	Committee established and ongoing	Key foci this AY - standard templates for presentations, additional brochures, major focus on website functionality (and design to < extent). Linking with IT committee and OAA. Will involve all depts/units in process.
		Dec-05	Identify Key audiences & messages (marketing plan, budget & outcomes)	Key audiences and messages identified, developed and refined.
		Dec-05	Identify key issues to communicate	Development of communication materials continues as needed. Relationship management protocol established, outreach continues. Internal communication strategies under consideration.
		Dec-05	Identify needed marketing support	Linking faculty committee activities with Sesquicentennial publicity committee to coordinate key messages and outreach for College.

Goal 7 - Faculty				
Objective 1 - Recruit/retain excellent diverse faculty	Depts/Units	Dec-04	Develop faculty career/succession plan	Significant concern expressed over this issue. Analysis continues re: impact of current and potential retirements on Dept/Unit and COP teaching loads.
	Depts/Units, OAA, OOD	Dec-04	Balance faculty teaching loads	To be discussed at Departments & EPC. Concern over retirements and ability to fund startup packages. May need to co-recruit with others. Potential opportunity to better coordinate searches within the COP. Space required for recruitments also an issue.
	OOD, Depts/Units	Aug-03	As funds permit increase faculty salaries	College/Department/Unit-funded raises occurred in FY 04/05
	OOD, Depts/Units	Ongoing	Explore salary supplements via grants/contracts	Salary supplements via grants given in one unit. Provost continues to support grant-based salary supplementation.
	Dept/Units	Ongoing	Link salary increases to performance	Departmental/unit use of computerized annual faculty annual report
	Dept/Units	Aug-03	Develop faculty productivity goals	Research space productivity analysis under way
	Search Committees	Ongoing	Identify, recruit under represented faculty members	Have lost one Latina faculty to industry. Dept/Unit heads encouraged to pursue UHP faculty during recruits.
	Dept/Units	Aug-03	Develop pro-active retention plan	Specific faculty enrichments items identified in ITR.
	Dept/Units	Aug-04	Develop junior faculty development plans	Dr Popovich continues "conversation" series.
Objective 2 - Secure endowed chairs/professorships	Development	Aug-07	Two chairs, two professorships endowed	Developed (but not yet funded) proposals for endowed professorships and chairs. Have \$10k to give to students.
Objective 3 - Faculty development efforts	OAA	Aug-05	Develop elective faculty development programs	CE course offerings expanded to 07
	OAA	Aug-04	Develop faculty teaching peer-evaluation program	Will implement in fall 04 beginning with training of faculty and observation teams in August 05.
	Practice/OAA	Aug-03	Develop preceptor training/development program	Feedback from AACN Institute (May 05) will determine direction & timeline.
	Dept/Units	Immediately	Encourage sabbaticals that improve research skills	Ongoing
	OAA	Ongoing	Count educational grants/service contracts toward P&T	No progress this item
	Provost	Ongoing	Develop spousal placement program	Ongoing
Objective 4 - Faculty Mentoring	Dean	Aug-04	Develop committee & implement program for faculty mentoring	Committee established with Jan Engle/Bill Beck

Goal 8 - Profession				
Objective 1 - Develop new models of care	Practice/Administration	Aug-06	Develop models with targeted characteristics	Collaborative drug therapy management agreements in hospital/ambulatory clinics (e.g., neurosurgery, neonatal TPN). Medication therapy management service for ambulatory patients.
Objective 2 - Expand role of COP in state practice	Practice	Dec-04	Rural & urban outreach, State Board, State Associations	Partnerships with rural communities for remote teaching being developed. Ptce is working with IPQPC to get reimbursement for clinical work done by pharmacists
Objective 3 - Improve safe/effective use of medications	Practice/Administration	Jun-05	New drug use & formulary approaches, national drug plan, biodefense	Clinical decision support w/in Cerner. Participation in IHA medication reconciliation program. Medication use clinical care guidelines. Incorporation of look/sound alike software into formulary process. Use of automation/technology.
Objective 4 - Public advocacy	Admin/Marketing Committee	May-05	Develop means to enhance COP's voice as pharmacy advocate	Ptce is working with IPQPC to get reimbursement for clinical work done by pharmacists.
Objective 5 - Life long learning for profession	OAA	Dec-07	Develop five new programs - annually review offerings	Proposal for diabetes care being developed with UIC's OCC. Strategic planning begins in 05 with A. Donnelly. Coverage for smoking cessation programs authorized by state for all state employees. Moody working with multiple groups re: drug information.
Objective 6 - Faculty participation in state/local orgs	Depts/Units, OAA	Ongoing	Identify & foster opportunities for faculty participation, report activities	Lambert works with Chicago Patient Safety Forum on medication reconciliation program and Crawford is involved in FDA safety group.