

**Strategic Plan for 2021-2026**  
**University of Montana Skaggs School of Pharmacy**

**Goal 1: Recruit, admit and educate professional, undergraduate and graduate students who are prepared to shape the future of pharmacy practice and pharmaceutical sciences/biomedical research in a variety of settings**

- 1.1. Enhance the School's organizational structure and involvement in recruitment and marketing and build a close collaboration and partnership with University services
- 1.2. Enhance recruitment of in-state students for pre-pharmacy and Pharm.D. programs to increase the qualified applicant pool
- 1.3. Enhance recruitment of out-of-state students for the Pharm.D. program to increase the qualified applicant pool
- 1.4. Enhance recruitment of students enrolled in graduate programs in the Department of Biomedical and Pharmaceutical Sciences to increase the qualified applicant pool
- 1.5. Increase the diversity of the student population enrolled in professional, undergraduate and graduate programs
- 1.6. Increase engagement of students and faculty in regional, national, and global learning; teaching; research; and service activities
- 1.7. Sustain the number of students successfully obtaining post-graduate employment, training positions in pharmacy residencies, or post-doctoral fellowships

**Goal 2: Expand professional, undergraduate and graduate education to increase student enrollment and revenues to the School of Pharmacy**

- 2.1 Expand the funded-research capacity to provide for sustainability and growth of graduate and undergraduate programs and training
- 2.2 Maximize and concentrate resources for graduate program sustainability and enhancement
- 2.3 Offer new degree programs and educational opportunities for emerging and untapped careers in pharmacy, research, pharmaceutical companies, and government

**Goal 3: Enhance educational opportunities for student learning, service, and scholarship/research in the professional and graduate degree programs**

- 3.1. Deliver a dynamic, integrated and synergistic Pharm.D. curriculum that emphasizes life-long learning, problem solving, current and future needs of pharmacy, and professional competencies
- 3.2. Revise curriculum and teaching methods, as needed, to ensure students are prepared for current and future clinical and research roles
- 3.3. Grow and refine external partnerships for unique direct patient care opportunities
- 3.4. Grow and refine educational opportunities in dual degree programs
- 3.5. Sustain and, as needed, expand interprofessional training/education and patient care opportunities for professional students, in collaboration with the College, to ensure compliance with accreditation standards and needs of the current pharmacy profession
- 3.6. Increase continuous, quality-improvement assessments and efforts for monitoring the professional and graduate programs in order to measure learning competencies and effectiveness
- 3.7. Expand interdisciplinary scholarship/research opportunities for graduate students
- 3.8. Increase international IPPE/APPE placements and scholarship/research experiences for professional and graduate students
- 3.9. Develop, or collaborate on development, of professional and graduate student events promoting service and outreach involvement

**Goal 4: Improve the health of Montana residents through service and research**

- 4.1. Secure contracts from government and private healthcare payers to provide patient care/services to Montanans, especially those in rural and underserved areas
- 4.2. Increase collaborations with community and other partners to study and serve target populations in the State
- 4.3. Increase research and services that focus on health issues in the State or indirectly contribute to the health of residents in Montana
- 4.4. Sustain participation in and recognition of volunteer, charitable, or community activities not part of curricular or work expectations

**Goal 5: Grow faculty scholarly/research activities**

- 5.1. Increase the School's all-sources extramural funding across both departments
- 5.2. Increase the School's AACP ranking for NIH extramural funding
- 5.3. Increase development of new products based on pharmaceutical and translational research
- 5.4. Support development of scholarly skills for faculty
- 5.5. Increase dissemination of scholarly publications and presentations at state, national, and international meetings

**Goal 6 Recruit, develop and retain high-quality and diverse faculty and staff members**

- 6.1. Foster diversity, equity, and inclusion
- 6.2. Ensure accreditation-related faculty and staff criteria are met
- 6.3. Improve administrative structure of the School
- 6.4. Provide mentorship and educational opportunities for career advancement and continuous professional development
- 6.5. Promote a safe and positive environment for working and learning

**Goal 7: Rebrand the School of Pharmacy identity and improve operating efficiency to ensure sustainability and to invest in strategic areas to fulfill the School's mission, vision and goals**

- 7.1. Rebrand the School and Doctor of Pharmacy program
- 7.2. Optimize cost and create resource allocation for all expenses
- 7.3. Maximize and align existing resources for the needs and priorities of the School and programs
- 7.3. Implement strategic fundraising efforts to support key School priorities
- 7.4. Create new partnerships across the College and University and with external stakeholders supporting School initiatives