

IOWA

College of Pharmacy

Strategic Plan

2026-2028



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A Letter from the Dean

November 1, 2025

Over the past year, we have witnessed significant changes both globally and within our College of Pharmacy. These changes have presented us with new challenges and opportunities, compelling us to adapt and innovate in our approach to education, research, and community engagement. Our strategic plan has been developed to address these challenges, ensuring that we are well-positioned to navigate the future.

Our strategic planning process has been comprehensive and inclusive. We benchmarked our efforts against peer institutions, ensuring that we are aligned with best practices and emerging trends in the field. We gathered valuable feedback from our stakeholders through surveys and focus groups, engaging faculty, staff, and alumni in meaningful discussions. These insights were further refined during all-day retreats, where we came together to shape the future direction of our college.

Our strategic plan has six pillars, including two new focus areas in Practice Transformation and Innovation and Growth. The Practice Transformation pillar addresses the Standard of Care legislation in Iowa, ensuring our graduates are prepared to meet evolving patient needs and that COP leads this innovation. The Innovation and Growth pillar expands our programs and resources, diversifying revenue streams for long-term success and sustainability.

I am grateful to everyone who contributed to this process. Your dedication and insights have been invaluable in creating a roadmap for our success. This strategic plan is not just a document; it is a testament to our collective commitment to excellence and innovation.

Looking ahead, we will create a dashboard to track our progress, hold regular meetings of the implementation team, and share progress on the plan at all-college meetings. These steps will ensure that we remain on course and continue to achieve our goals.

Thank you for your ongoing support and dedication to our mission. Together, we will navigate the future with confidence and purpose.



Jill M. Kolesar, PharmD, MS, FCCP
Dean and Professor
Jean M. Schmidt Chair in Drug Discovery



Introduction

The University of Iowa College of Pharmacy Plan affirms our position as a national leader in pharmacy education, research, practice innovation, and community engagement. Grounded in our mission to improve the health of Iowans and communities worldwide through pioneering research, innovative education, and transformative practice, this plan builds on our established excellence and is structured around six strategic pillars to sustain and expand our leadership.

Mission

To educate pharmacists and scientists as leaders who transform practice and conduct research that improves the health of Iowans and the global community.

Vision

To lead in advancing a healthier Iowa and world—through innovation and collaboration in pharmacy practice and pharmaceutical science, empowered by excellence in education, research, and service.

Core Values

- **Commitment:** We are dedicated to fostering innovation, collaboration, and quality ensuring continuous growth and real-world contributions in research, teaching, learning, and care.
- **Opportunity:** We support the intellectual, emotional, and professional development of our students, faculty, staff, and patients; enabling every learner and colleague to grow, lead, and create change.
- **Respect:** We are guided by a welcoming environment where integrity, trust, transparency, and social responsibility are the foundations for our success.
- **Excellence:** We pursue excellence with purpose—grounding our work in evidence, driven by outcomes that matter for our students, patients, and the advancement of science. Our commitment is reflected in measurable impact, continuous improvement, and a culture of accountability.

Strategic Pillars

The College of Pharmacy developed six strategic pillars to provide a framework for driving a successful strategic plan. These pillars are designed to transform the College into a national leader in pharmacy education, research, practice innovation, and community engagement. Here is an overview of how these pillars were developed and their intended impact:

Innovation and Growth	Innovation and Growth refers to innovative and strategic initiatives aimed at expanding the educational, research, and practice capabilities of the College of Pharmacy to generate new revenue. Innovation and growth aim to diversify the College's revenue streams, enhance its educational offerings, and expand its research and practice capabilities, ultimately contributing to the College's long-term success and sustainability.
Professional Curriculum	The Professional Curriculum is defined as the didactic and experiential Doctor of Pharmacy curriculum. This curriculum is designed to produce practice-ready pharmacists who are well-prepared to practice in various healthcare settings.
Student Success	Student Success encompasses factors that contribute to the overall achievement and well-being of students within the College of Pharmacy, including academic and financial support, wellness, and mentoring.
Research and Graduate Education	This area of the strategic plan focuses on the success of the entire College of Pharmacy research enterprise including basic, translational, and clinical research, acquisition of research funding and diversifying sources of funding, visibility of the impact of our research on the lives of those in our community, the support of rigorous graduate training programs, and impacting science.
Practice Transformation	The intentional redesign of pharmacy practice to fully integrate pharmacists as essential, accountable providers of whole-person, outcomes-driven care. This transformation is enabled by Standard of Care legislation, advanced technologies, and evolving payment models. Transformation emphasizes pharmacists' leadership in improving access, equity, quality, and cost-effectiveness across healthcare systems—through collaborative care, clinical service expansion, and measurable population health impact.
Community Outreach and Engagement	Community Outreach and Engagement involves broadening the reach and impact of the College of Pharmacy by actively engaging with various constituents, including community members, alumni, pharmacies, legislators, and students. The goals are to increase recruitment, establish mutually beneficial relationships, enhance student learning, encourage civic responsibility, and partner with communities to increase the impact of our work.

Goals and Objectives

The College of Pharmacy developed goals and objectives to align with each of the six strategic pillars. These pillars – each with three objectives – are outlined in the following plan, using the framework and guiding questions established for the implementation plan.



Innovation and Growth

The Innovation and Growth pillar reflects the College of Pharmacy's proactive approach to long-term sustainability through expense management and revenue expansion to ensure relevance in a rapidly evolving healthcare and scientific landscape. This pillar is grounded in the belief that innovation, diversification, and strategic investment in emerging opportunities are essential to maintaining and accelerating the College's leadership in pharmacy education, research, and service. Through expanded educational offerings, enhanced research initiatives, and growth in clinical services and commercial services, the College seeks to broaden its impact while developing new revenue streams. Further, the University of Iowa Pharmaceuticals plays a unique role as the largest and most experienced university-affiliated FDA-registered pharmaceutical manufacturing facility in the United States, and as such is on the verge of an exponential expansion to serve more clients who are seeking support in this area. Overall, these investments will position the College to remain responsive to future challenges and opportunities, serving as a vital contributor to health outcomes and pharmaceutical innovation at the state, national, and global levels.

Goal 1

Prioritize innovation and growth in manufacturing services, educational opportunities, research, and clinical services, to enhance financial stability for the College of Pharmacy.

Objective 1.1

Enhance University of Iowa Pharmaceuticals competitiveness and market reach by identifying, prioritizing, and implementing new opportunities for innovation and differentiation including services, customers, and collaboration with College of Pharmacy faculty.

Objective 1.2

Expand didactic educational offerings to meet future opportunities by assessing, prioritizing, and deploying at least one identified program to align with future pharmacy workforce needs.

Objective 1.3

Advance research to address the state and the University of Iowa's priorities by deploying research and training initiatives in cancer, neuroscience, primary care, and rural health.

Professional Curriculum

The Professional Curriculum pillar focuses on transforming pharmacy education to meet the evolving demands of healthcare and better prepare students for diverse, impactful careers. This pillar emphasizes the need to modernize and streamline the curriculum to ensure students gain exposure to emerging fields such as pharmacogenomics, digital health, and artificial intelligence, while also maintaining a strong foundation in clinical and scientific knowledge. By incorporating non-traditional career pathways and strengthening academic program tracks, the College aims to broaden students' professional horizons. A renewed focus on academic rigor, instructional consistency, and curricular alignment will support higher performance on licensure examinations and ensure students are thoroughly prepared for advanced practice experiences.

Goal 2

Ensure professional curriculum prepares students for contemporary practice by aligning and optimizing curriculum content and delivery with the emerging healthcare landscape.

Objective 2.1

Improve student performance on licensure examinations (North American Pharmacist Licensure Examination (NAPLEX) and Multistate or Uniform Multistate Pharmacy Jurisprudence Examination (MPJE/Uniform MPJE).

Objective 2.2

Develop didactic and experiential curriculum to prepare students for contemporary practice and practice transformation.

Objective 2.3

Optimize curriculum delivery for greater efficiency, consistency, and cost effectiveness to drive faculty and student satisfaction and positive academic outcomes.

Student Success

The Student Success pillar reflects the College of Pharmacy's commitment to cultivating a supportive, inclusive, and empowering environment where every student can thrive academically, personally, and professionally. Recognizing that student achievement is influenced by more than classroom instruction alone, this pillar focuses on strengthening the infrastructure for advising, wellness, and career readiness. By enhancing academic support services, expanding access to diverse experiential opportunities, and launching targeted initiatives—such as the First Gen Professional Program and wellness-focused financial literacy efforts, the College seeks to meet students where they are and help them navigate their paths with confidence. Mentorship and holistic development are central to this vision, fostering meaningful connections and reducing barriers to success. Through these efforts, the College aims to develop well-rounded, resilient graduates who are prepared to lead and adapt to a dynamic healthcare landscape.

Goal 3

Enhance student success in progression, career preparation, program completion, and successful licensure.

Objective 3.1

Ensure students, including first-generation students, have support to increase student success.

Objective 3.2

Connect students to resources that support well-being through partnerships and collaborations.

Objective 3.3

Incorporate career readiness activities and training throughout the educational path, supporting preferred admission students, pharmacy interest students, student pharmacists, and graduate students.

Research and Graduate Education

The Research and Graduate Education pillar represents the College of Pharmacy's strategic commitment to advancing scientific discovery and cultivating the next generation of research leaders. With focused investment in high-impact areas such as cancer, neuroscience, primary care, and rural health, the College seeks to amplify its contributions to addressing some of today's most pressing health challenges.

This pillar emphasizes the importance of increasing external funding, enhancing interdisciplinary collaboration across the University's research enterprise, and strengthening the infrastructure that supports faculty productivity and visibility.

Equally central is the commitment to enriching graduate student experiences through improved financial support, mentorship, and career development opportunities. By fostering a vibrant and inclusive research environment – from early engagement of student pharmacists through summer internships, to sustained support for graduate scholars and faculty – this pillar ensures that the College remains at the forefront of pharmaceutical innovation, scholarship, and education.

Goal 4

Advance research excellence and graduate education with a strategic focus on cancer, neuroscience, primary care, and rural health.

Objective 4.1

Increase research funding and impact in strategic focus areas.

Objective 4.2

Provide graduate students with greater access to research and university support.

Objective 4.3

Increase research training and professional development opportunities for student pharmacists.

Practice Transformation

The Practice Transformation pillar reflects the College of Pharmacy's leadership in shaping the future of pharmacy practice through innovation, collaboration, and education. As the healthcare landscape continues to evolve, the College is committed to advancing pharmacist's autonomy, expanding clinical roles, and improving patient outcomes through progressive, community-centered care models. By developing and implementing new practice models in partnership with the University of Iowa Health Care and community organizations, the College is actively redefining the pharmacist's role in delivering accessible, high-impact care.

This pillar also emphasizes the integration of real-world practice advancements into pharmacy education. Through curricular updates, increased experiential opportunities, and emerging training in emerging areas, students will be prepared to practice at the top of their license. By fostering practice-based research, securing funding for innovation, and increasing engagement in public health outreach, the College is building a dynamic environment where pharmacists are empowered to lead in patient care and drive meaningful change in the health system.

Goal 5

Lead nationally recognized innovative pharmacy practice transformation efforts by enhancing pharmacist engagement and autonomy to improve patient care outcomes.

Objective 5.1

Establish new practice models within Iowa utilizing interprofessional healthcare teams, incorporating the Standard of Care model and sustainable payment models.

Objective 5.2

Develop rural community partnerships for delivering and evaluating new Standard of Care practice models.

Objective 5.3

Assess the feasibility of establishing a Center for Practice Transformation within the college to centralize initiatives and attract philanthropic support.

Community Outreach and Engagement

The Community Outreach and Engagement pillar underscores the College of Pharmacy's deep commitment to building meaningful, reciprocal relationships with communities across Iowa and beyond—particularly in rural and underserved areas. This pillar is rooted in the belief that impactful education and research are strengthened through real-world engagement that benefits both learners and the communities they serve. By expanding service-learning opportunities, hosting community health initiatives, and actively partnering with diverse populations, the College aims to enhance public health, elevate civic responsibility, and foster student growth through hands-on experience.

Through targeted recruitment efforts, increased visibility in rural regions, and the creation of supportive infrastructure, the College will create sustainable pathways for addressing healthcare disparities and preparing practice-ready pharmacists. This approach ensures that community voices help shape the College's outreach efforts, resulting in shared value, greater accessibility, and lasting impact.

Goal 6

Implement a comprehensive engagement strategy that delivers accessible health and science education, preventive care services, and medication management support, resulting in measurable improvements in community health outcomes and increased visibility of the College's impact.

Objective 6.1

Transform existing service-learning activities into a cohesive, sustainable program to ensure deeper community impact, enhanced student development, and support of graduates practicing in these communities.

Objective 6.2

Elevate alumni and community engagement for greater philanthropic support for innovation and growth.

Objective 6.3

Increase visibility and national presence of the College of Pharmacy to promote accomplishments and achievements.

Strategic Planning Process

Task 1: Project Initiation

- Conducted kickoff meeting with MGT and the Strategic Planning Committee.
- Reviewed project objectives, communication protocols, and reporting expectations.
- Collected relevant institutional data and finalized the workplan.

Task 2: Environmental Scan & Institutional Comparisons

- Assessed institutional brand perceptions and higher education trends.
- Reviewed financial data, capital needs, and budget constraints.
- Benchmarked against peer institutions.
- Analyzed demographic, economic, and educational trends.
- Conducted focus groups and a survey.

Task 3: Future Envisioning Retreat

- MGT facilitated a retreat on April 17, 2025, and presented the college's mission, vision, and values.
- Presented environmental scan feedback.
- Gathered input from stakeholders and summarize outcomes.
- Led break-out sessions to discuss goals, challenges, and action plans in key priority areas.
- Prioritized future envisioning framework.

Task 4: Future Envisioning Retreat

- MGT facilitated a retreat on June 11, 2025, to define future direction and strategic themes.
- Refined the college's mission, vision, and values.
- Led break-out sessions to draft integration, implementation, and assessment plans for goals.

Task 5: Strategic Plan Finalization

- Drafted strategic plan based on all prior analysis and feedback.
- Developed implementation and assessment plan.
- Strategic Planning Committee finalized strategic plan and sought collegiate approval.

Strategic Planning Retreat Attendees, April 17, 2025

