



Strategic Plan 2029

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Letter from Dean Stowe



Dear College of Pharmacy Community,

It is with great excitement that I present to you the College of Pharmacy's Strategic Plan for 2024-2029. This comprehensive plan provides a roadmap to guide our college's continued growth and advancement over the next five years and enable us to deliver on our updated vision and mission with breakthrough innovations in pharmacy and pharmaceutical sciences, highly skilled graduates committed to service, and patient-centered care grounded in evidence.

I want to personally thank the dedicated members of the Strategic Planning and Program Assessment Committee for their diligent work and collaboration in thoughtfully assessing our current state, exploring future opportunities, gathering stakeholder perspectives, and charting an innovative path forward through strategic goals focused on four priority areas: Education and Curriculum, Research and Scholarship, Team Development, Student Experience and Enrollment.

Within each priority area, we have developed goals and objectives that will propel us toward national recognition in pharmacy education, push new boundaries in research to improve patient outcomes, and allow us to provide the most progressive and compassionate patient care grounded in evidence-based practice.

Realizing the full potential of this plan will require the continued dedication, work, and support from all members of the College of Pharmacy community – our talented faculty and staff, high-achieving student pharmacists, dedicated alumni, and community partners. I am confident that by working collaboratively around our shared strategic vision outlined here, we can ensure the College continues to positively impact health locally and beyond for generations to come.

I welcome your review and input on this Strategic Plan as we collectively embark on this exciting period of advancement for the College. Please do not hesitate to share any feedback or suggestions with me or any member of our planning committee.

With gratitude,

A handwritten signature in black ink, reading "Cindy D. Stowe".

Cindy D. Stowe, BS, Pharm.D.
Dean, College of Pharmacy



SPPAC Members

We would like to sincerely thank all the members of the Strategic Planning and Program Assessment Committee (SPPAC) for their invaluable contributions in crafting this plan to guide the College of Pharmacy's continued growth over the next five years.

Marty Perry	Secretary of the Faculty
Geoffrey Curran	Director Center for Implementation Research
Antiño Allen	Director Pharmaceutical Sciences Graduate Program Track
Brigette Serfaty	Director Nuclear Online Education Program
Trey Gardner	Director Evidence-Based Prescription Program
Howell Foster	Director Arkansas Poison & Drug Information Center
Amy Franks	Department Chair, Pharmacy Practice
John Imig	Department Chair, Pharmaceutical Sciences
Ashok Philip	AscDean Student Services
David Caldwell	AscDean Academic Affairs
Jeremy Thomas	Director Assessment

Scott Warmack	AscDean NW Campus
Seth Heldenbrand	AscDean Experiential Education
Marjan Boerma	Director Division Radiation Health
Amit Tiwari	AscDean Research & Graduate Studies
Brian Jolly	AstDean Health-System Pharmacy and Chief Pharmacy Officer UAMS Health
Jacob Painter	Director Division Pharmaceutical Evaluation & Policy (PEP) and Director of PEP Graduate Program Track
Tina Moskow	AstDean Administration
Rena Burt	Executive Assistant
Cindy Stowe	Dean (Chair)



Vision, Mission, and Values

VISION

To inspire positive change by providing exceptional education, compassionate care, and groundbreaking discovery.

MISSION

The UAMS COP mission is to improve the health of all by:

- Preparing the next generation of pharmacists and scholars to address health needs,
- Producing innovative solutions and optimal outcomes through scientific advancement, and
- Pioneering the adoption and supporting the sustainability of accessible evidence-based pharmacy practice.

VALUES

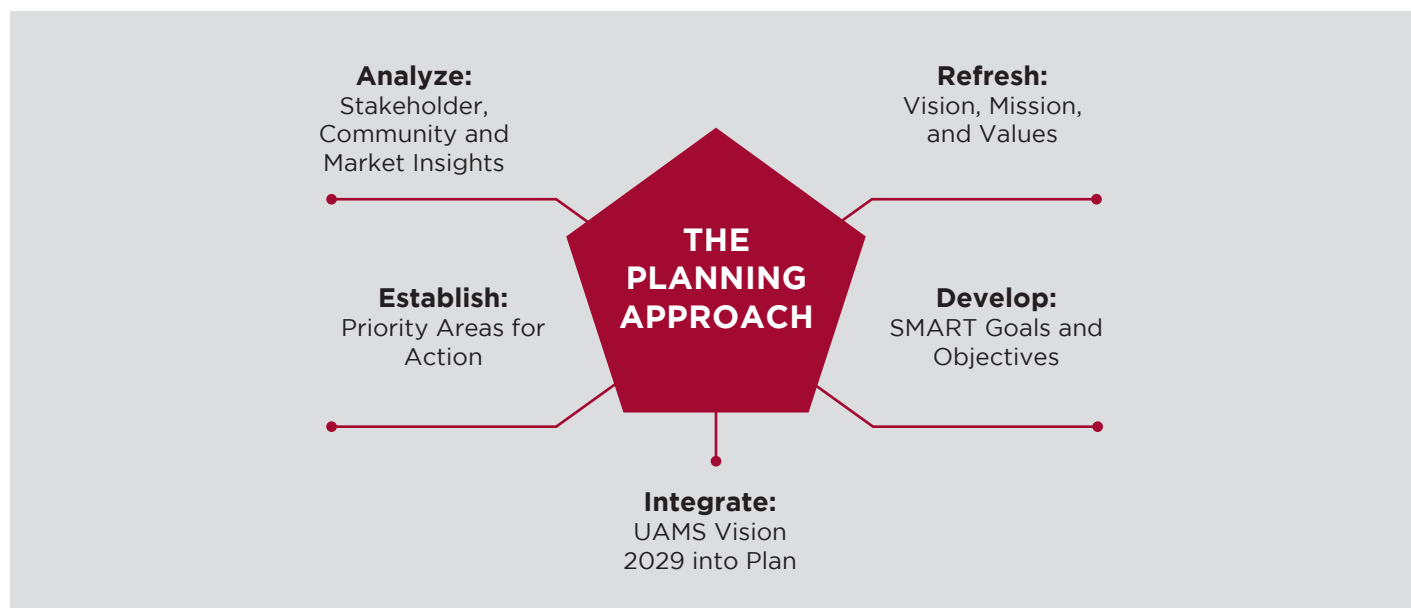
Growth: We pursue excellence driven by creative approaches to change with a commitment to life-long learning and continuous improvement.

Integrity: We nurture, encourage, and expect mutual trust, honesty, accountability, and professionalism. We engage in frequent reflection to ensure our actions align with our values.

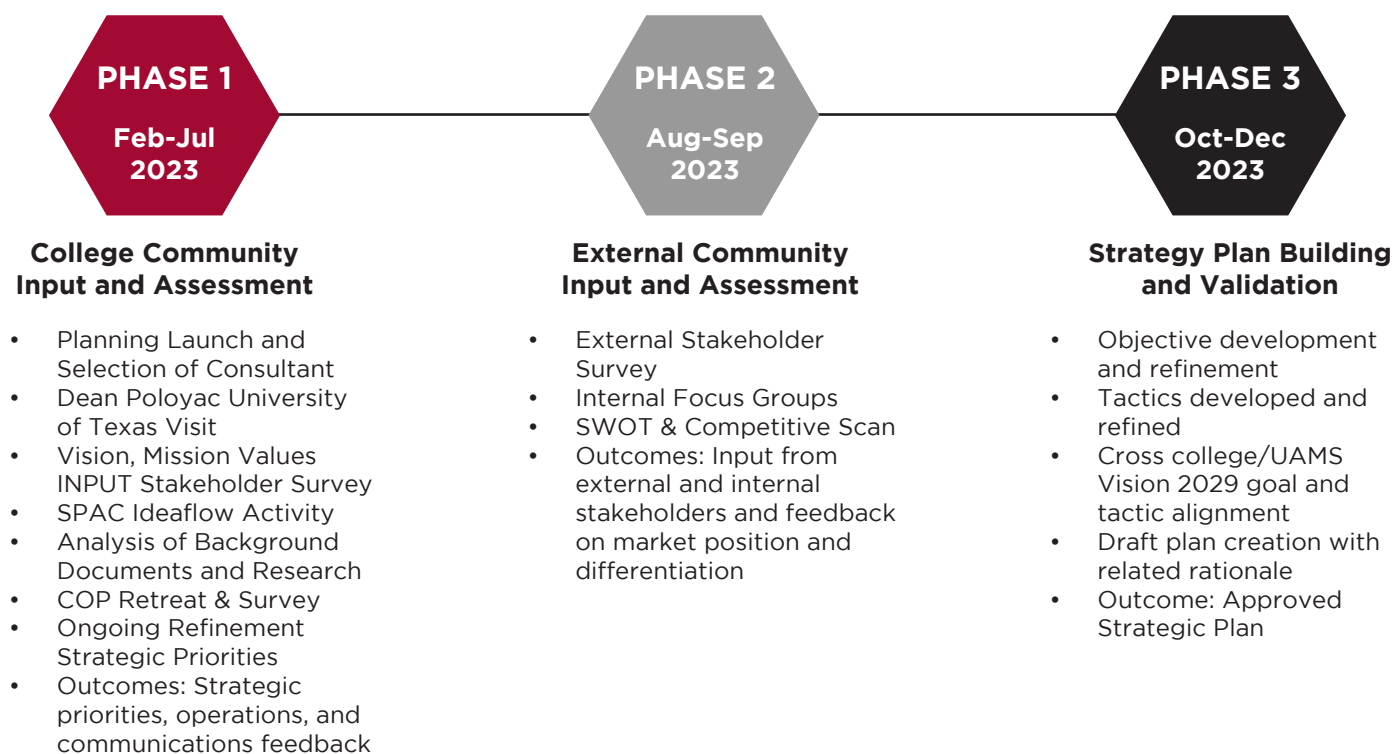
Respect: We embrace a culture that honors the dignity of individuals, values diverse perspectives, fosters belonging, and facilitates connections within a collaborative community that celebrates the contribution of each member.



Planning Approach and Process



THE PLANNING PROCESS AND TIMELINE



A grayscale photograph of a microscope, showing the eyepiece, objective lenses, and the stage with a slide. The image is used as a background for the top half of the page.

Priorities and Goals 2029

Grounded in our mission to develop future pharmacists, produce innovative solutions through research, and pioneer evidence-based practice, we have identified four key strategic priorities, each with a goal that is measurable, achievable, relevant and time-bound:

Education and Curriculum

We will redesign our pharmacy curriculum with expanded practice-based instruction, interprofessional collaborations, and an emphasis on nurturing clinical reasoning skills. This will produce exceptionally skilled graduates equipped to meet current and future healthcare demands.

Our Goal is that the College of Pharmacy will fully implement a new PharmD curriculum for the graduating Class of 2029 (beginning Fall 2025).

Research and Scholarship

We will boost external research funding, build research infrastructure and facilities, and support the dissemination of discoveries. This will expand capacity for driving pharmaceutical innovations from benchtop to bedside.

Our goal is that the College of Pharmacy will increase total annual extramural research funding to \$7,500,000 by December of 2029.

Team Development

We will invest in professional development, equitable policies, and cultivation of talent. This will aid recruitment, retention and advancement of exceptional faculty and staff.

Our goal is that the College of Pharmacy will maintain 95% capacity by recruiting and retaining exceptional personnel to carry out its mission.

Student Experience and Enrollment

We will transform student services, engagement opportunities, advising, and learning spaces to enhance student outcomes for all students. These efforts will enable us to provide an outstanding student experience that attracts top talent and expands our pipeline of skilled pharmacists.

Our goal is that the College of Pharmacy will create a thriving culture that will contribute to a sustained annual enrollment of at least 360 students by January 2029.



Strategic Plan 2029



The College of Pharmacy's 2024-2029 Strategic Plan charts a course for advancing exceptional pharmacy education, pioneering research, and compassionate patient care over the next five years. Guided by our vision to inspire positive change in health, and our mission to improve health outcomes through preparing future pharmacists, scientific discovery, and accessible evidence-based practice, the plan sets four strategic priorities.

These priorities, each with specific tactics, metrics, and initiatives, will help propel the College toward excellence in educating future generations of pharmacists equipped to address evolving health needs; producing groundbreaking research that fuels scientific advancement and innovative solutions for optimal patient outcomes; and pioneering adoption of accessible, sustainable evidence-based pharmacy practice focused on compassionate, patient-centered care.

By pursuing this strategic framework focused on inspiring change through education, discovery and care, the College of Pharmacy aims to fulfill our vision and mission while cementing our reputation as leaders in pharmacy education, research, and practice.

Priority One: Education and Curriculum

Goal: *The College will fully implement a new PharmD curriculum for the graduating Class of 2029 (beginning Fall 2025).*

Objective 1.1: Enhance student learning through innovative teaching and assessment.

Objective 1.2: Align all courses to ACPE standards and COP competencies.

Objective 1.3: Facilitate faculty and preceptor development and support for curriculum changes.

Objective 1.4: Evaluate and enhance achievement of competencies and EPAs.

Priority Two: Research and Scholarship

Goal: The College will increase total annual extramural research funding to \$7,500,000 by December of 2029.

Objective 2.1: Increase funding and align research with institutional priorities.

Objective 2.2: Build infrastructure for sustainable research.

Objective 2.3: Develop strategic partnerships to promote sustainable research.

Priority Three: Team Development

Goal: The College will maintain 95% capacity by recruiting and retaining exceptional personnel to carry out its mission.

Objective 3.1: Increase the 5-year retention rate of new hires.

Objective 3.2: Recruit and support exceptional faculty.

Objective 3.3: Improve staff retention and satisfaction.

Priority Four: Student Experience and Enrollment

Goal: The College will create a thriving culture that will contribute to a sustained annual enrollment of at least 360 students by January 2029.

Objective 4.1: Create a transformative student experience that encourages engagement and success.

Objective 4.2: Enhance the physical environment to meet the expectations of Vision 2029.

Objective 4.3: Develop and promote a college identity that fosters pride among students, faculty, alumni, and the community.

Objective 4.4: Enhance recruitment strategies to enroll exceptional students.



Strengths, Weakness, Opportunities, & Threats Analysis (SWOT)

Strengths (INTERNAL)

- Only academic health center COP in the state.
- Deep commitment to public safety and health (APDIC & EBRx).
- Top third ranking for extramural C/SOP funding nationally (AACP data, FY22).
- Top quartile nationally ranked C/SOP education programs (US News & World Report 2020).
- High performing students (NAPLEX first-time pass rate) and the strongest alumni presence in the state (70% COP alumni).
- Collaborative faculty and staff with strong relationships with the Board of Pharmacy and professional organizations.

Weaknesses (INTERNAL)

- Insufficient funding to attract, retain and support high quality faculty and staff.
- Limited collaborations with UAMS Department of Pharmacy and other UAMS colleges.
- Absence of a brand reputation and marketing strategy equal to College's performance and potential.
- Limited collaboration with government, academic institutions, and health systems in AR.
- Limited student support/success services such as wellness, academic success, and housing.
- Lacking physical space to expand learning and research.
- Lack of an established student recruitment program.

Opportunities (EXTERNAL)

- Rapid changes in healthcare delivery such as advanced pharmacist scope of practice are driving the need for pharmacists to practice in new and creative ways.
- Institutional emphasis on cancer research and business-based research collaborations with ARA.
- Interest in new dual degrees/certificates with didactic and experiential courses.
- Biological therapies, precision medicines, pharmacogenomics, AI, and machine learning represent new opportunities for research, education, and practice.

Threats/Challenges (INTERNAL)

- Increased competition and geographic stigma inhibit recruitment and retention of employees and students.
- Increased competition for research funding.
- Profitability of the UAMS clinical enterprise and limitations of state support.
- Insufficient understanding of the comprehensive role of the pharmacist as a local health care provider.
- Decreased sustainability of the existing retail pharmacy funding model.
- Growing prevalence of burnout and disengagement among pharmacists.
- Expanded need for new skills that are being met by other health professions.

This is a publication of the
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