Since joining the University of Cincinnati as the Dean of the James L. Winkle College of Pharmacy in 2013, I am continually impressed by the quality and accomplishments of our students, faculty, staff, alumni, preceptors and other partners. Some highlights include:

- Obtaining the maximum 8-year accreditation for our PharmD program
- Securing funding, completing the planning, and starting the $34 million renovation of the renamed Kowalewski Hall
- Increasing our research funding and securing newly renovated research labs in the Medical Sciences Building for our college
- Increasing the number of faculty at the college by 35 percent
- Our students winning major national awards including the 2013 ASHP Clinical Skills Championship
- Launching a new online certificate and track in our MS program with emphasis on pharmacy leadership
- New partnerships and initiatives with health partners and alumni in Cincinnati, the region, the state, the nation and internationally.

Building upon these successes requires us to set our sights even higher. We are Pharmacy: Rx for the Future is our way of asking ourselves critical questions. We developed a new strategic plan to guide the college over the next few years. My hope is that this plan will be the way we differentiate ourselves as a premier college of pharmacy in this nation.

“Dean Mac”
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In collaboration with M.E. Clarke Consulting, we **LAUNCHED** the strategic planning process, *We are Pharmacy: Rx for the Future*, in January 2016. We began by interviewing our executive committee, advisory board members as well as several community and university partners. Simultaneously, we **COLLECTED** 215 surveys from key stakeholders to get their input on the plan. We **ANALYZED** the data from these surveys, pulling together key themes that were then **PRESENTED** at five separate focus groups: PharmD Students; MS/PhD Students; Faculty; Staff; and Preceptors/Alums/Community Partners. At these sessions, the groups **ARTICULATED** shared values for the College, **DRAFTED** vision statements and **CREATED** strategic priorities. The findings from these sessions were then **COLLATED** and again analyzed to create a draft vision, mission, objective and strategic priorities for the College. These were further **REFINED** and **FINALIZED** by representatives from across the College in a full day visioning session in May 2016. The new vision, mission, objective and strategic priorities were subsequently **APPROVED** by the faculty, the executive committee and the College’s Board of Advisors. With the new direction in place, several action planning sessions followed to develop and finalize **OPERATIONAL PLANS** for the strategic priorities.

Implementation of the new strategic plan and ongoing monitoring and measurement of performance.

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**OUR MISSION**
Develop progressive pharmacy practitioners and researchers to lead the evolution of healthcare.

**OUR OBJECTIVE**
Provide exceptional education, cutting-edge research, passionate service and innovative patient-centered care.

**STRATEGIC PRIORITIES**

**+ BOLD STEPS**

**ENGAGEMENT AND OUTREACH**
- Enhance visibility
- Engage alumni
- Engage partners
- Evolve our focus in underserved urban communities

**VIABILITY**
- Improve recruitment and retention
- Support and develop faculty
- Continue financial stability and success
- Enhance internal organizational effectiveness

**RESEARCH AND SCHOLARSHIP**
- Increase research productivity
- Enhance quality of graduate research program
- Strengthen the core research areas of the College

**PROFESSIONAL EXCELLENCE**
- Implement innovative education delivery
- Ensure curricular alignment with evolutions in the field
- Increase inter-professional training and collaboration
- Expand real world experience and practices
- Embody cultural humility
- Increase mentorship opportunities