

**“Thinking Off the Map”  
Address of the 2008-09 AACP President  
Victor A. Yanchick, PhD  
Chicago, Illinois  
July 20, 2008**

**Ladies and Gentlemen, Colleagues and Friends:**

**It is a pleasure to add my welcome to this year’s  
Annual Meeting. A special welcome goes to our  
Canadian colleagues and to all our international  
guests. Thank you for sharing this meeting with us.**

**I am truly excited to be working with you, so that we  
can together envision and create the future of  
pharmacy education across the globe.**

**I can say with pride that I’m glad to have this record-  
setting, global pharmacy education meeting in my own**

**home town! My wife, Donna, and I grew up, went to high school together, and reconnected 10 years ago just about 35 minutes from this hotel in Joliet, IL.**

**Isn't it interesting how circular life can be sometimes?!**

**I can sense the energy and passion that brought more than 1800 people to our meeting; 1800 individuals who collectively are committed to excellence in pharmacy education. That is a passion that has driven me throughout my career, culminating in this capstone moment of assuming the presidency of AACCP. I am extremely honored and feel quite privileged to be installed this week as your president. You can never be sure where your passion will take you, but if you let**

**it lead you forward, I am convinced great things will no doubt happen. For me professionally it was holding academic appointments at three outstanding schools of pharmacy that allowed me to serve as an assistant and associate dean for 14 years at the University of Texas at Austin and as a CEO dean at the University of Oklahoma and currently at Virginia Commonwealth University for a combined total of nearly 24 years. It also was serving on the AACCP Commission to Implement Change in Pharmaceutical Education and my opportunities to lead AACCP through the Council of Deans and the Board of Directors. And for me, personally, it was being married to two wonderful women (not at the same time) – to Mary Jo, my wife of**

**34 years, who was taken from this world all too soon and whose unselfish support of my early career meant so much to me – and to Donna, who unexpectedly stepped into my life 10 years ago and who continues to support my professional life even though it takes me away from home, and from her, all too often.**

**I also am grateful to my three children – Jeff, Jill Ann, and David – who grew up sharing their dad with the pharmacy profession. I am very proud of the fact that my two sons both chose pharmacy as their career, so it couldn't have been all that bad. There are also several mentors at both the University of Iowa and Purdue University who gave me the direction and**

**encouragement to pursue post graduate education and a career in academic pharmacy.**

**And at the University of Texas there were two individuals who had the confidence in me to pursue an administrative career. They were Bill Sheffield and Jim Doluisio. I would not be standing here before you today if it were not for these individuals, and I am forever grateful for their encouragement and support. Lastly, I am fortunate to have a great group of people at VCU who will mind the store when I am away on AACCP business. I believe there are about 25 VCU administrators, faculty and staff in attendance at this meeting and I would like for all of them to please stand up and be recognized.**

**I sincerely thank them for their patience and support in allowing me to be away from the office and for keeping things moving smoothly in my absence.**

**It is relevant to note that my career in academic pharmacy has largely focused on geriatrics. I try not to think about how old I am because quite frankly, chronological age is irrelevant to me. While age might be irrelevant, one thing you do learn from decades of experience is that important things take both time to develop and bold thinking. We've enjoyed some very bold thinking this past year under Cindy Raehl's exceptional leadership.**

**It has been a pleasure serving with you, Cindy.**

**Thanks for your leadership, passion and energy.**

**To continue thinking boldly, I have chosen “Thinking Off the Map” as my presidential theme, and I’d like to describe three major initiatives that I intend to pursue under this theme. They are:**

- (1) Globalization of Pharmacy Education,**
- (2) Faculty Recruitment and Retention, and**
- (3) Curricular Reform.**

**In keeping with the notion that really important efforts take time, I have decided to approach these initiatives by going back to a planning model that AACCP has used in the past. Some of you may recall Initiatives X, Y, and Z. It actually was the recipe for the ultimate agreement to move to the PharmD as the sole professional degree.**

**New initiatives such as the Globalization of Pharmacy Education will be assigned as the “X” issue; it will be vetted by various committees and the Board of Directors in 2008-2009 and the following year it becomes the “Y” issue for further discussion and debate. The next year, the “Y” topic becomes the “Z” issue and will be finalized. Faculty Recruitment and Retention in 2008-2009 will be the “Y” topic and will move to the “Z” topic the following year. Curricular Reform will be the “Z” issue in 2008-2009.**

**Let me explain to you why I have chosen the globalization of pharmacy education as Issue X.**

**We are in a period of dramatic change in academic pharmacy and the delivery of health care. And**

**pharmacy's dramatic change is only a small part of the changes that are occurring in virtually all aspects of society.**

**To quote Thomas Friedman's, The World is Flat, "the world is changing in profound and unsettling ways.**

**But there is something about the flattening of the world that is going to be qualitatively different from the great changes of previous eras; the difference is in the speed and breadth with which it is taking hold."**

**He further states that, "the great challenge for our time will be to absorb these changes in ways that do not overwhelm people or leave them behind and none of this will be easy". And ladies and gentlemen, this is our task as well. It is inevitable and unavoidable.**

**The issue of global pharmacy education is not new to the academy or even to AACCP for we have been engaged in activities like the Thai Consortium and the Pan American Conferences on Pharmacy Education for decades. The 2007-08 AACCP Strategic Planning Committee took a fresh look at the needs and opportunities for AACCP to contribute to global changes in pharmacy education and concluded that the timing is right for us and our member schools and colleges to take a more strategic approach to global engagement.**

**I continue to be impressed with how many of our schools and colleges, students and faculty, are already engaged, and in many cases, have formal**

**arrangements with other schools outside the United States. A 2007 survey conducted by Bruce Currie and Rosalie Sagraves, documented that many of our programs already provide for faculty as well as student exchange, clerkship experiences, and collaborative research partnerships.**

**Being more strategically involved with global pharmacy education represents an opportunity for leadership and collaboration with other national and international organizations. Organizations such as ASHP, ACCP, and FIP have seen the link between quality pharmacy education and progressive pharmacy practice. The opportunities to learn with and from professionals in other countries and to**

**determine what part of our new and evolving North American educational model might be useful to others will stimulate all of us to “think off our own individual maps.”**

**Many of us have had the privilege of being invited to other countries to share our experiences that moved the degree program to the Doctor of Pharmacy level and we find that most of the barriers we had to overcome are the same barriers or challenges they are currently facing.**

**I believe it is our responsibility to become engaged with those countries and their academic leaders who find themselves poised to significantly change the**

**model of pharmacy education in order to meet the needs of the citizens of their country or region.**

**To this end, I am proposing the formation of a Global Alliance for Pharmacy Education to serve as an organizational model for coordinating international efforts to advance pharmacy education. I see AACCP working with many other organizations to gather, facilitate, and share efforts to maximize pharmacy education development and undertake international research to document how curricular change impacts patient care.**

**Moving to my next initiative, I have identified Faculty Recruitment and Retention as our Issue Y. Last year, President Raehl challenged each governance unit of**

**the Association to produce at least one high return action plan to address the pharmacy faculty shortage.**

**We are very concerned about the faculty shortage and where the next generation of well-qualified faculty will be coming from. This is an issue that will continue to face us in the years ahead. To this end, I am charging the Research and Graduate Affairs Committee to complete the review of past recommendations from this Committee and related committees from 2000 to 2008 to determine their implications for future research faculty preparation.**

**I am also asking this committee to critically examine the role and structure of dual degree programs and to determine whether AACCP should play a more**

**significant role in seeking financing for and recruitment of prospective students into such programs such as modification of the PharmCAS system for student recruitment. Lynn Crismon will chair this committee.**

**Residency training continues to be a heated topic for discussion and is another Issue Y. The 2008-09**

**Professional Affairs Committee, chaired by Caroline Gaither, will be charged with examining several strategic pharmacy workforce issues including the leadership role of colleges and schools of pharmacy for expanding residency training to prepare advanced pharmacy practitioners and pharmacy educators.**

**The Professional Affairs Committee will draw upon the Academy's past work on the residency issue, specifically providing direction as to the need for a new standing committee on postgraduate professional education.**

**While I am excited about all of these initiatives, I am especially concerned about the question of where our future pharmacy practice leaders will come from.**

**Therefore, I am asking the Argus Commission to focus its attention on the need to create agents of change in students, preceptors, practitioners and faculty.**

**They will work jointly with an appropriate group of student leaders, such as APhA-ASP National President Brent Reed, to critique the entire spectrum of**

**curricular programs to determine how these programs can play a role in developing national leaders. I am also charging the Argus Commission to explore how we can work together with our state and national associations to move our student leaders into leaders of change in the profession as practitioners and alumni.**

**We will look to other AACCP committees to drive additional Issue Y priorities forward, including the Institutional Research and Assessment Committee to lead further maturation of the Pharmacy Education Assessment System and our Advocacy Committee to scrutinize our potential contributions to safer and**

**more effective medication use through strategic partnerships with the FDA and other agencies. In addition, our Experiential Education Section members will stay focused on our needs for new programs and services to advance both IPPE's and APPE's. They will be charged to begin work in creating a national set of competencies and an assessment system for both IPPE's and APPE's. I thank all of these committee and section leaders in advance for your commitment to think off the map to find new solutions for advancing pharmacy education and practice.**

**Now to my third initiative, ISSUE Z: Curricular Reform. I am also extremely passionate about Issue**

**Z! I have been engaged in curriculum planning and development for my entire academic career. We all recognize that the AACCP Commission to Implement Change in Pharmacy Education was the lightning rod that moved pharmacy education into a more clinically focused, competency based, and patient-centered curriculum.**

**And there is no doubt that pharmacy education has made significant advances since the Commission papers were first published. However, we are now at a point in time to take another giant step forward in curricular reform. Although we have been successful in moving our programs to the professional doctoral**

**level, some programs unfortunately are still operating in the old baccalaureate mode.**

**In some of our programs each discipline teaches its courses separately and new areas such as pharmacogenomics, nanotechnology, systems biology, pharmacoepidemiology, and informatics are not sufficiently addressed.**

**Our students – even in some of the best clinical sites – still are educated in our pharmacy silos with only in rare exceptions experience their training in a true interprofessional environment. Many are trained in unidisciplinary or possibly multidisciplinary environments but few learn and see practice modeled in truly interdisciplinary settings. We must take**

**seriously our responsibility to provide our students with the proper environment to learn how to work as a valued member of the interdisciplinary health care team. All of our health professions must come to the understanding that patient care is best delivered by a diverse group of competent practitioners who have formed a coordinated team and not from a series of disconnected consultants.**

**What will it take?**

**It means we as an academy must get out of our silos and proactively move to create a curricular environment that not only functions at the professional doctoral level but one that properly integrates the basic biomedical, pharmaceutical and**

**clinical sciences that has, as its goal, the development of a pharmacist that will be able to function competently and confidently in tomorrow's challenging health care systems.**

**We must also integrate a research and scholarly component into all of our curriculums. Our students must take a more scholarly approach to their practice and learn how to identify problems, how to search the literature for the best evidence-based practices, and how to analyze, synthesize, and apply this information to the safe, effective, and appropriate use of medications.**

**To address these issues I have charged the Academic Affairs Committee, chaired by Gary Oderda, to serve**

**as the planning committee for a consensus conference on curricular reform modeled after the NIH Consensus Development Program. The Academic Affairs Committee will be asked to identify the 4 or 5 critical questions around which a consensus is needed and seek a synthesis of the evidence available to approach a consensus on such questions.**

**The Conference will be held in 2009 with all schools invited to send a 2 to 3 person delegation in lieu of a 2009 AACCP Institute. The time is right for AACCP to take a leadership role in moving curricular reform and interprofessional education forward, thinking off our current curricular map and riding boldly on the**

**consensus we will achieve through our curricular summit.**

**Globalization of pharmacy education, assessment, curricular reform, faculty recruitment and retention and other issues must be integrated into our school's strategic plans even though these issues will put a significant strain on academic pharmacy.**

**And while I see many of the faculty, and especially those here at this meeting, excited and upbeat in meeting these challenges, I also routinely hear that we have a growing morale problem and discontent in some of our schools and colleges.**

**Some faculty are concerned that these challenges will compromise their ability to be competitive in securing**

**funding to carry out their research programs. Some of our clinical faculty feel these challenges will increase the pressure to provide a quality clinical service, meet the classroom teaching needs, provide school and university service, and also contribute to the profession and the academy in a scholarly way.**

**Darrell Kirch, AA M C president, in his 2007 address to their annual meeting attendees said it very well. He sees a similar scenario in academic medicine and he believes this discontent is caused by a fundamental imbalance within our institutions – an imbalance that arises from a failure to put at least as much energy into improving our CULTURE as we put into developing our strategic plans.**

**His statement to the audience rang so true to me – he said that when it comes to culture versus strategy, “CULTURE TRUMPS STRATEGY EVERY TIME”.**

**Let me repeat this most important point: CULTURE TRUMPS STRATEGY EVERY TIME!!!**

**He maintains that culture is every bit as important as strategy and that if you fail to attend to the culture of your organization, you are at risk of failing to reach any of your goals.**

**So, I challenge each of you to go back to your respective schools and colleges and carefully examine the current culture of your organization as you continue to integrate these new opportunities into your strategic plans.**

**We must ask ourselves if our culture is consistent with accomplishing our goals –does it prepare students to become lifelong learners? – to work as valued member of the interdisciplinary health care team? – to identify patients who need the most help with their medications? – to identify problems? - to come up with reasonable solutions to these problems? I hope you find the answer is YES.**

**Our culture must change to meet the challenges of our time not only in our professional doctoral programs but in our PhD training programs as well. Our history is reflected in the fact that for decades, we have trained our scientists to be independent researchers.**

**But with today's increasing focus on translational research where research funding is more dependent on interdisciplinary research, shouldn't we be changing the culture of our graduate and research programs to be more collaborative?**

**We all must realize that the world around us is changing at lightening speed and is less focused on autonomous accomplishments and more on collaborative partnerships between individuals and between disciplines to solve our ever-increasing problems. I challenge all of you who are involved in graduate education to "think off the map" regarding the structure and content of your graduate and research programs.**

**Noted social commentator, Will Rogers said, “Even if you are on the right track, you will get run over if all you do is sit there.”**

**And this brings me to why I have chosen as my motto for 2008-2009 “Thinking off the map” and it can be best described by the following story:**

**More than 300 years before the time of Christ, Alexander the Great was marching across Asia Minor. He led the greatest army ever put together at that time. They had conquered every foe. No one could stand up against them. They reached the Himalaya Mountains and the advance team came back to Alexander full of concern and dismay.**

**“We have marched off the map”, they said. “We should go back to where we know”.**

**And they had literally marched off the known map at that time. Alexander listened to them and said this.**

**“Mediocre armies always stay within the known areas. Truly great armies always march off the map”.**

**So my challenge to each of you is to follow Alexander the Great’s philosophy and create an educational experience for you, the faculty and your students by “thinking off the map”.**

**Again, I am honored to serve as your AACCP 2008-2009 President and I look forward to working with you in meeting our challenges in the years ahead.**

