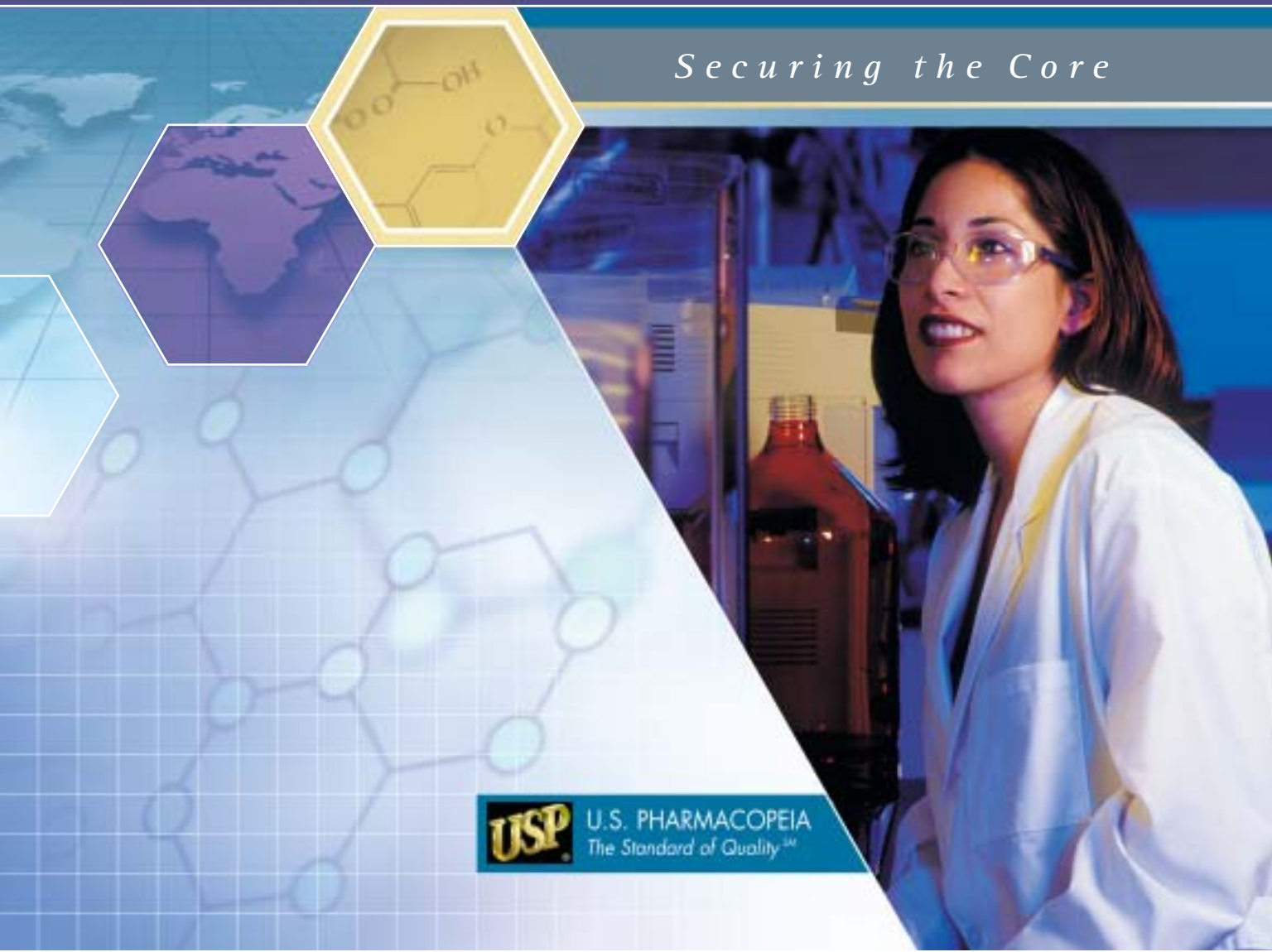


U.S. PHARMACOPEIA | 2003-2005 STRATEGIC PLAN

UPHOLDING OUR COMMITMENT

Securing the Core



USP U.S. PHARMACOPEIA
The Standard of Quality™



MISSION

USP promotes the public health and benefits practitioners and patients by disseminating authoritative standards and information developed by its volunteers for:

- ▶ medicines,
- ▶ other health care technologies, and
- ▶ related practices

used to maintain and improve health and promote optimal health care delivery.

Imagined FUTURE

USP ENVISIONS A WORLD IN WHICH ALL THERAPEUTICS MEET CLEARLY DEFINED QUALITY STANDARDS THAT ENSURE BENEFIT TO PRACTITIONERS AND PATIENTS.

USP will approach this imagined future with a sense of urgency and purpose, recognizing the critical need for good quality, safe, and effective therapeutic products and authoritative, unbiased health care information worldwide.

USP is strengthened by its cadre of dedicated and expert volunteers representing the spectrum of key stakeholders. It will focus its efforts both domestically and internationally.

Dear USP Stakeholder:

It is a great honor to present the USP strategic plan to you, our stakeholders. This plan represents the collective thinking of USP's Board of Trustees, with input from USP staff, and is designed to carry us through this current USP cycle, which ends in 2005. In this plan, the Board has identified three strategies that form the foundation for USP's work:

1. Grow and expand USP's core pharmacopeial activities;
2. Manage USP's public health programs with fiscal responsibility to ensure efficiency and impact; and
3. Expand to meet future public health care needs

This strategic plan serves as a road map for USP and describes how the organization will pursue its vision to be a leader in advancing the health of the citizens of the world. With this document, the Board wishes to convey the strong sense of direction USP has as it focuses on its mission. This plan is intended to move USP forward in seeking answers to basic and complex questions about pharmaceutical standards and quality.

At USP, those questions are answered by the hundreds of volunteer scientists, health care professionals, and consumers who make the scientific decisions for the *United States Pharmacopeia* and the *National Formulary*. USP's volunteers are the backbone of the organization, and it is because of them that USP keeps pace with innovation, remains focused on technology, and meets its challenges.

When our forefathers began USP's journey nearly two centuries ago, they were committed to utilizing the most current scientific knowledge to improve the public health. That same commitment holds true for USP today—in fact, it may be stronger than ever before. Our four public health programs—quality standards for pharmaceuticals, dietary supplement verification, drug information, and patient safety—not only seek to improve the public health, but allow us to focus on what we do best. These programs are proven avenues through which USP can impact the public health and benefit practitioners and patients.

USP has a recognized responsibility to provide quality standards for pharmaceuticals, and our history calls us to be true to that core pharmacopeial mission. This strategic plan will guide us in today's global marketplace and will provide a springboard for the future.

—The USP Board of Trustees

Pictured (Left to Right): *Sitting:* Clement Bezold, Ph.D.; Jean Paul Gagnon, Ph.D.; Larry L. Braden, R.Ph. (Chairperson); Edwin D. Bransome, Jr., M.D. *Standing:* Mary Anne Koda-Kimble, Pharm.D.; Marvin M. Lipman, M.D.; D. Craig Brater, M.D. (Convention President); Alice E. Till, Ph.D.; Roger L. Williams, M.D. (Executive Vice President and Chief Executive Officer); Patricia J. Byrns, M.D.; Frederick W. Telling, Ph.D.
Not Shown: Paul M. Schyve, M.D.



SUSTAINING PRINCIPLES

TO ENSURE STRENGTH, credibility, and ability to promote and serve the public health in the 21st century and beyond, USP will:

- Honor the contribution and dedication of USP volunteers by striving for scientific excellence in every activity supported by USP resources.
- Maintain USP as a self-supporting, credible, and independent organization—free of commercial or other constraints.
- Adhere to established principles that support USP's open and participatory processes.
- Operate on sound business practices with fiscal prudence and management discipline.

STRATEGIC PLAN

To achieve the imagined future, USP will implement a strategic plan containing three main elements.



1. Grow and expand USP's core pharmacopeial activities

1.

To honor USP's recognition as the publisher of the official compendia of quality standards for therapeutic products, USP will:

- Invest to protect and advance USP's core standards-setting activities and work globally to promote these activities.
- Create the best monographs for therapeutic products. The best monographs are defined as the most comprehensive, practical, and relevant, and will be published on a timely basis.
- Provide monographs where they are needed. Monographs will be flexible, within certain limits, to allow for different methods of manufacture and will be revised frequently to account for scientific advances in analytical methodology.
- Accelerate introduction of new Reference Standards in pace with monograph development and maintain the quality of those currently available.

2. Manage USP's public health programs with fiscal responsibility to ensure efficiency and impact

2.

In order to ensure that USP's programs successfully fulfill their important public health goals and at the same time protect the organization's core mandate, USP will:

- Evaluate programs continually using a combination of public health and business criteria.
- Employ business discipline in managing the programs to ensure success in meeting their public health goals.
- Support programs that are not self-funded if the demonstrated public good justifies such financial support.
- Ensure that programs continue to fulfill unmet public health needs and deliver a measurable public health impact.
- Divest programs that no longer meet the criteria or that might jeopardize the financial stability of USP's core standards-setting activities.

USP and the PATH AHEAD

3. Expand to meet future public health care needs

3.

Because new science and technologies surrounding therapeutics continue to evolve at an ever-accelerating pace, USP will:

- Strengthen relationships with stakeholders as a means of understanding their needs and determine where USP can make a unique contribution.
- Monitor the health care environment continually with a view to identifying unmet needs that USP can fulfill.
- Employ USP's expert volunteer knowledge base to anticipate new approaches in standards-setting and opportunities in new science and technologies.
- Choose public health targets that are impactful, achievable, and synergistic with core activities with the goal of doing a select few well.

USP IS MANY THINGS TO MANY PEOPLE. To manufacturers, USP is the gold standard of quality their products must achieve. To practitioners and patients, it is the source of authoritative drug information and patient safety resources to reduce medication errors. To dietary supplements manufacturers, USP brings clarity and rigor to the industry and confidence to consumers who use their products.

The stewardship of USP is a huge responsibility, but one we shoulder with enthusiasm and determination. We approach the path ahead with confidence and we are energized by the commitment and the caliber of our volunteers: the men and women who symbolize USP's legacy of contribution.