

STRATEGIC PLAN

2012–2017



UNC
ESHELMAN
SCHOOL OF PHARMACY

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Preamble

Preamble

The UNC Eshelman School of Pharmacy has an unprecedented opportunity to bring about change that positively impacts the lives of people and improves human health worldwide. This Strategic Plan articulates our highest aspirational goals in realizing our shared vision. The investments that we must make in shaping and defining our future are clear. We must invest in our people; in transforming our educational programs; in advancing the practice of pharmacy; in growing, differentiating, and translating our research enterprise; in cultivating partnerships; and in improving our operational efficiencies.

The Strategic Plan opens with our vision, mission, and core values. The core values define who we are and what we believe in—they represent the heart of our people and our School. The strategic initiatives give rise to the School's future planning efforts and outline our aspirations. Each initiative is framed by an environmental scan, which provides a contextual framework for the initiative. Strategic objectives provide direction, with key action steps and key performance indicators to guide our efforts and measure our progress. The strategic planning process was designed to ensure ongoing planning and assessment. The process requires us to be responsive and adaptable to the internal and external factors that will continue to impact our environment and, inevitably, allow us to both foster and navigate change.

The creation of our Strategic Plan was an important achievement, and implementation and successful execution of it will require significant effort. All stakeholders should identify with the strategic initiatives and determine how best to contribute to and shape the School's future. Priorities will be determined, implementation will be staged, and resources will be aligned with those priorities. An important component of our Strategic Plan is the development plan—the strategic link between each initiative and the resources that will be required to fully implement the Strategic Plan.

This Strategic Plan provides guidance and context to achieve our aspirational goals, and is our compass in defining our future. In the spirit that embodies the UNC Eshelman School of Pharmacy, we will continue to work together in realizing the shared vision of the School, and, in turn, we will continue to accomplish great things.

Vision, Mission, and Core Values

Our Vision

To be the preeminent school of pharmacy transforming human health through innovations in education, practice, and research.

Our Core Values

We are committed to excellence in all that we do.

We are innovators – bringing creative ideas to life to enrich student learning and improve human health worldwide.

We seek and value collaboration and interdependency throughout all aspects of what we do—the education and training of our students; the provision of patient care; scientific discovery, and the generation of new knowledge.

We uphold the values of integrity, trust, honesty, and accountability in our actions as individuals and as an institution.

Our Mission

To develop leaders in pharmacy education, pharmacy practice, and pharmaceutical sciences who make a difference on human health worldwide.

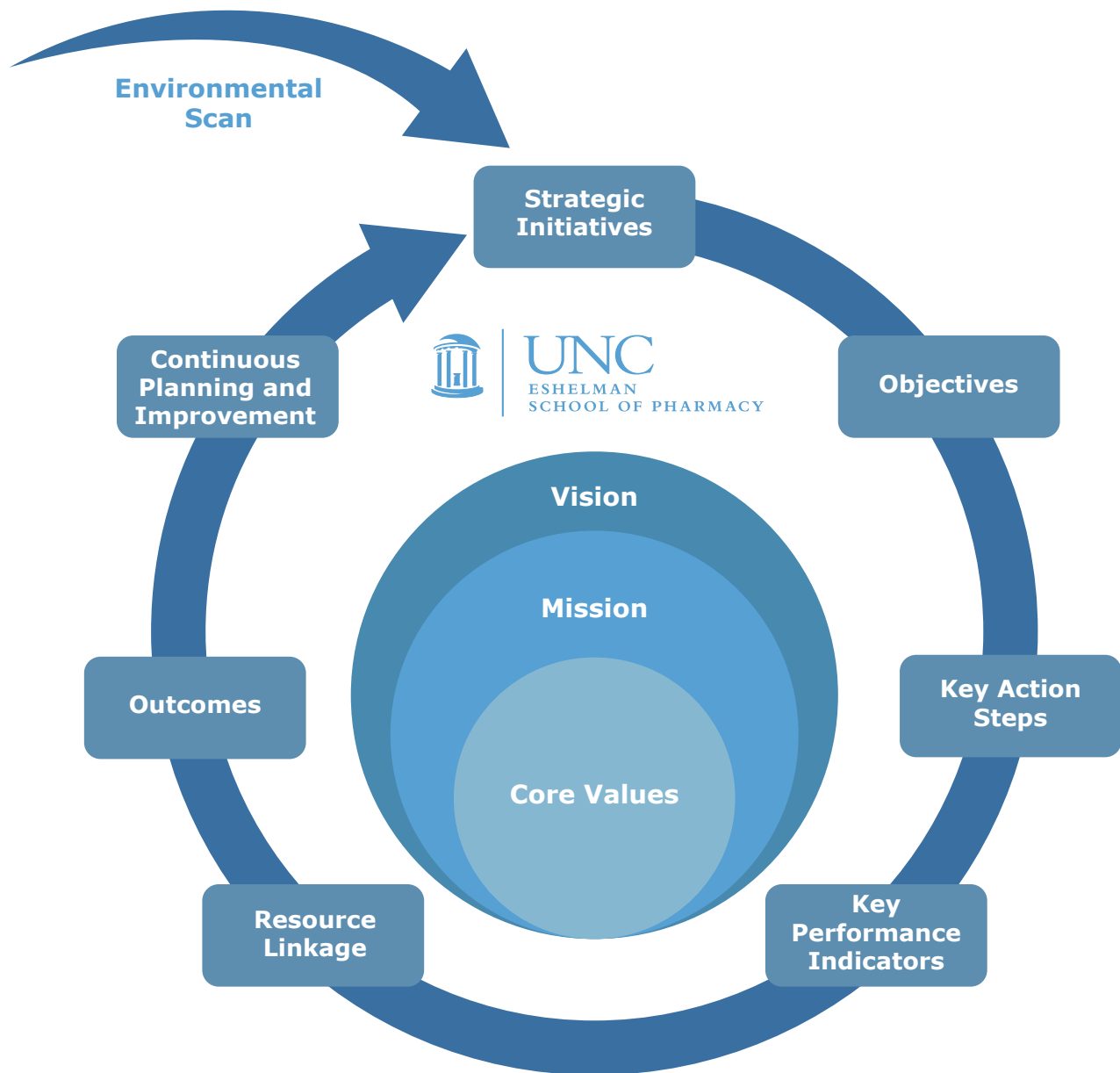
We foster professional growth for faculty and staff and create a culture where faculty and staff are recruited into career opportunities in our School.

We promote diversity and inclusiveness and value the richness this brings to our School community.

We are dedicated to those we serve: our students, our patients, and society.

The Strategic Planning Process

The Strategic Planning Process



Strategic Initiative 1

EDUCATIONAL RENAISSANCE

Transform education, enlighten students, and advance health care

Strategic Initiative 1

Educational Renaissance

Transform education, enlighten students, and advance health care

Strategic Initiative 1

EDUCATIONAL RENAISSANCE

Transform education, enlighten students, and advance health care

Environmental Scan

The School prides itself on its faculty who are leaders and innovators in science, teaching, and clinical practice and on its students recruited from among the best and brightest applicants to our programs. Yet the teaching and learning methodologies employed in our classrooms have remained largely unchanged for decades. The School aspires to capitalize on its rich resources and transform the education and training of our students, creatively and thoughtfully changing what we teach and how we teach as a means to improving student learning and differentiating our students.

It is imperative that we continually challenge ourselves to anticipate the emerging needs of the health-care system, the pharmaceutical industry, and society so that we are positioning our professional and graduate students for success. Our commitment to improving student learning is driven by the need to develop students as critical thinkers, problem solvers, team players, scholars, and leaders; to fully engage students and faculty throughout the learning process; to stimulate higher-order thinking through the use of creative technologies; to immerse professional students in patient care early in their education and training so they are learning and applying what they learn in a real-world setting; and to utilize an outcomes-driven learning experience whereby student learning and performance is assessed and advanced over time. It is our belief that this transformation will position our students to reach their full potential, provide them with a competitive market advantage, and strategically position the School as a model institution for educational innovation and excellence.

Strategic Initiative 1

EDUCATIONAL RENAISSANCE

Transform education, enlighten students, and advance health care

Objective 1.1

Transform learning and the curriculum of the professional program

- ▶ Reevaluate and articulate learning outcomes for the professional program
- ▶ Reevaluate the criteria and process for admission to the professional program
- ▶ Redesign and enhance curricular content, structure, and assessment practices to differentiate our students and position them for success
- ▶ Explore and pursue models of training that immerse students into patient-care settings at an early stage and provide opportunities for longitudinal patient-care experiences
- ▶ Evaluate the role of research and scholarship in the education and training of students
- ▶ Develop a plan for utilizing instructional technology to off-load course content and enhance student learning
- ▶ Develop a plan for incorporating innovative pedagogical methods throughout the curriculum to foster more applied learning, critical thinking, and faculty-student engagement
- ▶ Implement and assess innovative programs or approaches to learning (e.g., Certificate in Rural Health Pharmacy Practice, layered-learner model)

Key Performance Indicators

- ▶ All learning outcomes are aligned with at least two assessment techniques
- ▶ Publish the criteria and process for admission to the professional program
- ▶ Seek faculty approval of the new curriculum by fall 2013
- ▶ Implement the new professional PharmD curriculum in fall 2014

Strategic Initiative 1

EDUCATIONAL RENAISSANCE

Transform education, enlighten students, and advance health care

Objective 1.2

Transform learning and the curriculum of the graduate program

- ▶ Evaluate the various graduate programs within the School, determine the extent and magnitude of change needed within each respective program, and document recommendations for change
- ▶ Reevaluate the criteria and process for admission to the graduate program to ensure the recruitment of only top-quality applicants
- ▶ Reevaluate and articulate learning outcomes and core competencies for each of the divisional graduate programs
- ▶ Redesign and enhance curricular content, structure, and assessment practices to differentiate our students and position them for success
- ▶ Integrate instructional technology and other pedagogical methods into the curriculum

Key Performance Indicators

- ▶ Approve and publish learning outcomes and core competencies for each divisional graduate program
- ▶ Implement recommended changes and new curricula within each divisional graduate program

Strategic Initiative 1

EDUCATIONAL RENAISSANCE

Transform education, enlighten students, and advance health care

Objective 1.3

Integrate professional development and career planning into the School's culture to assist both professional and graduate students in reaching their full potential

- ▶ Create a culture of excellence in academic advising and mentoring
- ▶ Streamline and coordinate student services for professional and graduate students
- ▶ Design and implement programs to develop students as leaders
- ▶ Develop a mechanism for tracking placement of students upon graduation that is then updated regularly through the alumni office
- ▶ Expand the areas of postgraduate training and job placement that our students pursue

Key Performance Indicators

- ▶ Eighty percent of students believe that faculty advising and mentoring significantly impacts their professional and career development
- ▶ Career placement data is available on all professional and graduate students upon exit from the respective programs

Strategic Initiative 1

EDUCATIONAL RENAISSANCE

Transform education, enlighten students, and advance health care

Objective 1.4

Create an environment that fosters educational research and the scholarship of education

- ▶ Identify and develop partnerships with key collaborators
- ▶ Create a faculty development program to engage faculty in the pursuit of educational inquiry and scholarship
- ▶ Identify key papers to write and publish that promote and support the Educational Renaissance
- ▶ Electronically track faculty productivity in educational research and scholarship
- ▶ Submit grants to pursue educational initiatives

Key Performance Indicators

- ▶ Increase annually the number of grants submitted for educational initiatives
- ▶ Grow funding for educational research initiatives each year
- ▶ Establish a benchmark for reporting faculty productivity in educational research and scholarship
- ▶ Publish a manuscript outlining and defining the scholarship of education from the perspective of pharmacy education

Strategic Initiative 1

EDUCATIONAL RENAISSANCE

Transform education, enlighten students, and advance health care

Objective 1.5

Position the School as a leader in curricular innovation through the creation and evaluation of new teaching and learning approaches, the translation of best pedagogical practices throughout the curriculum, and the dissemination of new knowledge to others

- ▶ Develop pedagogical methods and creative strategies to improve teaching and learning in a variety of settings, including outside the classroom, inside the classroom, and in the experiential setting
- ▶ Identify and evaluate best practices designed to enhance student learning
- ▶ Develop strategies for highlighting and showcasing curricular innovations and best practices to both internal and external audiences (e.g., regular internal communications, publications, annual conferences, licensing opportunities) and document these
- ▶ Establish a sustainable business model for the curricular innovation enterprise which includes grants and contracts, targeted gifts, and licensing

Key Performance Indicators

- ▶ Publish best practices and increase publications annually
- ▶ Establish metrics to assess impact of curricular innovations
- ▶ Document a self-funded and sustainable business model for the curricular innovation enterprise by June 2015 with successive and continued progress noted annually each year prior

Strategic Initiative 2

THE PRACTICE OF PHARMACY

Advance the practice of pharmacy, develop pharmacists, and engage stakeholders

Strategic Initiative 2

The Practice of Pharmacy

Advance the practice of pharmacy, develop pharmacists,
and engage stakeholders

Strategic Initiative 2

THE PRACTICE OF PHARMACY

Advance the practice of pharmacy, develop pharmacists, and engage stakeholders

Environmental Scan

The state of North Carolina is nationally recognized for innovations in pharmacy practice. The School aspires to further advance the practice of pharmacy to meet the growing demands for safe, quality, and affordable patient care and to develop faculty and practitioners capable of leading change in a system in need of significant reform.

At a time of increasing financial strain on Medicare and Medicaid programs and in light of a recognized need to improve the effectiveness and safety of medication use as a means toward quality improvement, the School must position its faculty to play a leading role in an evolving health-care system. Funding initiatives through health-care reform provide unique opportunities for the School's researchers and practitioners to work together and lead large multidisciplinary research projects aimed at improving the quality of care provided to patients and enhancing the collaboration and coordination of care across disciplines and systems.

The School is developing hub regions designed to bring together key partners, faculty, and practitioners from across the State to enhance the education and clinical training of students and is committed to developing a Center for Excellence in Pharmacy Practice to collect, analyze, evaluate, and publish best practices associated with the multifaceted realm of the practice of pharmacy. Thus, the School is positioning itself to demonstrate significant improvements in patient care and sustained excellence in the practice of pharmacy.

Strategic Initiative 2

THE PRACTICE OF PHARMACY

Advance the practice of pharmacy, develop pharmacists, and engage stakeholders

Objective 2.1

Position the School to capitalize on opportunities to advance the practice of pharmacy and improve patient care

- ▶ Create a Center of Excellence in Pharmacy Practice devoted to 1) improving patient care through the development, implementation, and evaluation of best practices and 2) engaging practitioners, faculty, and others in advancing and positioning the profession for sustained excellence in patient care
- ▶ Develop a business model and strategic plan for the new center
- ▶ Identify processes of care essential to pharmacy practice (e.g., medication history taking, medication reconciliation, discharge counseling) and document core elements of each process
- ▶ Outline criteria constituting best practices and identify best practices for further study and dissemination
- ▶ Explore the development of a practice-based research and scholarship network to facilitate efforts of the Center for Excellence in Pharmacy Practice, aligning efforts with key partners
- ▶ Expand School-supported postgraduate year 1 (PGY1) and postgraduate year 2 (PGY2) residencies to support and advance the education and training mission of the School and the advancement of pharmacy practice

Key Performance Indicators

- ▶ Publish a manual of best practices and care processes to guide students, residents, and pharmacy practitioners in the delivery of patient care
- ▶ Increase annually publications of best practices
- ▶ Submit a “practice-based research and scholarship network” needs assessment and recommendations for next steps
- ▶ Increase annually the number of School-supported PGY1 and PGY2 residencies

Strategic Initiative 2

THE PRACTICE OF PHARMACY

Advance the practice of pharmacy, develop pharmacists, and engage stakeholders

Objective 2.2

Engage the broader community in working with the School to advance the practice of pharmacy and improve patient care

- ▶ Develop a document that outlines the hub Concept, partners within each hub, and the School's relationship with the hubs
- ▶ Identify strategies within hubs for enhancing faculty and preceptor connectedness to the School (e.g., involvement on committees, participation in the classroom)
- ▶ Identify external stakeholders and groups (e.g., third party payers, industry, medicine and public health groups) where pharmacy representation and engagement is lacking, but essential, and determine strategies for formalizing such relationships
- ▶ Identify collaborative opportunities and key partners to facilitate the development, implementation, and evaluation of interprofessional models of practice
- ▶ Increase the opportunities for collaboration with Community Care of North Carolina, known as CCNC, to facilitate advancement of the profession of pharmacy and patient care

Key Performance Indicators

- ▶ Provide electronically an overview of the Hub Concept and partners within each hub
- ▶ Increase the number of off-campus faculty, preceptors, and practitioners who participate in and are engaged in teaching and service activities within the School
- ▶ Formalize relationships with key external groups and outline strategies for working with these groups to advance practice
- ▶ Outline priorities for working collaboratively with CCNC and formalize this partnership

Strategic Initiative 2

THE PRACTICE OF PHARMACY

Advance the practice of pharmacy, develop pharmacists, and engage stakeholders

Objective 2.3

Create opportunities that promote leadership and professional development of faculty practitioners, preceptors, and residents

- ▶ Create and implement an advanced preceptor development program that fosters the advancement of preceptors as educators and practitioners
- ▶ Evaluate the effectiveness and impact of the residency teaching certificate program and generate recommendations for enhancing the program
- ▶ Explore, implement and assess programs designed to advance practitioners and promote professional development (e.g., Pharmacy Grand Rounds)
- ▶ Implement Pharmacy Grand Rounds by March 1, 2012, and utilize it as a model for the development of similar programs in other settings

Key Performance Indicators

- ▶ Document that 80 percent of preceptors complete the advanced preceptor development program
- ▶ Publish findings on the effectiveness of the residency teaching certificate program and implement recommended changes
- ▶ Increase subscriptions to Pharmacy Grand Rounds each year

Strategic Initiative 2

THE PRACTICE OF PHARMACY

Advance the practice of pharmacy, develop pharmacists, and engage stakeholders

Objective 2.4

Create a culture that fosters increased productivity and excellence around research and the scholarship of application

- ▶ Ensure all faculty pursuing the scholarship of application have a scholarship plan as a component of their career plan
- ▶ Create strategies for educating and training faculty pursuing the scholarship of application in fundamental research skills
- ▶ Identify scholarship priorities locally and statewide that will stimulate engagement and advance the practice of pharmacy and patient care
- ▶ Develop targeted strategies (i.e., as part of career plans, annual reviews) to help faculty pursuing the scholarship of application achieve an appropriate level of effort charged to grants and contracts each year
- ▶ Increase the number of faculty pursuing the scholarship of application funded on grants and contracts each year
- ▶ Evaluate all faculty positions with a clinical practice or service component or a split-funded model and ensure that appropriate service agreements are in place, effort, and salary are devoted accordingly, and partners are working together to achieve expectations of the position

Key Performance Indicators

- ▶ Track and increase all publications related to the scholarship of application each year
- ▶ Publish a manuscript outlining and defining the scholarship of application
- ▶ Achieve an average faculty effort charged to extramural sources of at least 10 percent for each faculty pursuing the scholarship of application; and once achieved, increase the average faculty effort charged to extramural sources each year
- ▶ Eighty percent of faculty with a clinical practice/service component will have the appropriate salary offset in place for their percent effort devoted to clinical service
- ▶ Document the percent of faculty pursuing the scholarship of application who are funded on grants and contracts each year and the increase each year

Strategic Initiative 3

RESEARCH AND TRAINING ENTERPRISE

Conduct cutting-edge sponsored research and train the next generation of scientists

Strategic Initiative 3

Research and Training Enterprise

Conduct cutting-edge sponsored research and train the next generation of scientists

Strategic Initiative 3

RESEARCH AND TRAINING ENTERPRISE

Conduct cutting-edge sponsored research and train the next generation of scientists

Environmental Scan

In recent years the School has experienced unprecedented growth in sponsored research and has strategically positioned itself among the top research-intensive schools of pharmacy in the nation. Research initiatives and areas of concentration within School-based research centers and institutes have been closely aligned with the core research areas of the School's five divisions. The School continues to aspire to develop solutions to critical problems in health care via translational research and to train and mentor the next generation of scientists and leaders in the pharmaceutical sciences.

As a consequence of strategic recruitment of top-notch established scientists, as well as the success of junior faculty, the School is extremely well positioned to embark on and lead large multidisciplinary research projects. Due to the economic downturn and highly competitive landscape for federal funding, the School must develop a robust and diversified research portfolio in order to sustain a growing research program. The School has secured premier research space in four new or renovated buildings, and has formed major research centers with cross-campus influence with the opportunity to develop new centers in additional high-impact research areas. The School has also developed highly productive research partnerships with several schools, institutes, and centers on campus, and has been a major player in and beneficiary of several large-scale research initiatives within the University. Thus, the School is poised to achieve bold new goals commensurate with the high-level expertise of its faculty.

Strategic Initiative 3

RESEARCH AND TRAINING ENTERPRISE

Conduct cutting-edge sponsored research and train the next generation of scientists

Objective 3.1

Strategically position the School to be nationally and internationally regarded in core research areas

- ▶ Evaluate opportunities to grow and expand the following core research areas: chemical biology, drug discovery and development, pharmacogenomics, individualized therapy, pharmacoengineering, quantitative pharmacology, comparative effectiveness, health information technology, best practices in pharmacy, and innovations in education
- ▶ Establish, implement and monitor a process for soliciting proposals from faculty for new research initiatives, pilot projects, or to develop major proposals with potentially high impact
- ▶ Establish a research advisory board to inform and advise the associate dean for research and the Executive Committee regarding strategic research directions and potential opportunities
- ▶ Develop and implement strategies to increase funding success rates and better position faculty for success (e.g., roundtable discussions, grants-in-development sessions, mock reviews)
- ▶ Establish and maintain grant development and support infrastructure that facilitates the submission of center and Program Project–sized grant proposals
- ▶ Develop and maintain state-of-art instrumentation, facilities, and research space

Key Performance Indicators

- ▶ Achieve the number-one ranking among schools of pharmacy in American Association of Colleges of Pharmacy reported metrics, including, a) total PI-awarded NIH-awarded grants and contracts (Table 1), b) total PI-awarded and co-investigator-awarded grants and contracts (Table 4), and c) grand total of NIH plus all other non-NIH awards (Table 11)
- ▶ Increase the success rate of funded grant applications each year
- ▶ Submit no less than three center or Program Project proposals per year
- ▶ Achieve an average faculty effort charged to extramural sources of at least 50 percent for each faculty pursuing the scholarship of discovery

Strategic Initiative 3

RESEARCH AND TRAINING ENTERPRISE

Conduct cutting-edge sponsored research and train the next generation of scientists

Objective 3.2

Develop and identify funding mechanisms to prime and support high impact research programs

- ▶ Actively identify and pursue diverse sources of funding (federal, foundation, industry)
- ▶ Provide targeted seed funding for new potentially high impact research initiatives, pilot projects, and to develop major proposals with potentially high impact
- ▶ Develop policies and mechanisms for bridge funding
- ▶ Develop major capital-equipment purchase proposals

Key Performance Indicators

- ▶ Achieve 100 percent submission rate of proposals developed with targeted seed funding
- ▶ Obtain an average annual return on investment of targeted seed or bridge funding of 1,000 percent (i.e., ten times the amount of the seed or bridge funding)
- ▶ Achieve a success rate of grants and contracts enabled by targeted seed or bridge funding of 50 percent
- ▶ Increase externally-funded major capital equipment awards each year

Strategic Initiative 3

RESEARCH AND TRAINING ENTERPRISE

Conduct cutting-edge sponsored research and train the next generation of scientists

Objective 3.3

Establish new research centers and institutes in the School that have high impact and ensure existing centers are continually positioned to lead in the defined research area

- ▶ Develop a sustainable business model and five-year plan for all new and existing centers and institutes within the School
- ▶ Identify and nurture faculty within the School or identify potential faculty recruits who have strong potential to lead large-scale research projects at the level of a center or institute
- ▶ Five-year plans should be reviewed annually by the chairs and the associate dean for research and his or her research advisory board with the center and institute directors and plans modified accordingly to ensure success
- ▶ Develop policies, guidelines, and standard operating procedures for establishing, maintaining, reviewing, and sunseting faculty-initiated or School-supported research centers and institutes

Key Performance Indicators

- ▶ All centers have a five-year plan
- ▶ All centers link metrics and outcomes to their five-year plan and document performance

Strategic Initiative 3

RESEARCH AND TRAINING ENTERPRISE

Conduct cutting-edge sponsored research and train the next generation of scientists

Objective 3.4

Increase the impact and recognition of School-based research at both the national and international levels, based on accepted metrics of faculty productivity

- ▶ Determine key parameters of faculty productivity to track on an on-going basis
- ▶ Foster, encourage, and incentivize external visibility of our research and researchers nationally and internationally
- ▶ Explore the development of a faculty research leave or exchange program to conduct research and educational activities both within and outside the U.S.

Key Performance Indicators

- ▶ Publish internally a list of key parameters of faculty productivity and begin tracking these parameters, for example:
 - ▶ service on major grant study sections
 - ▶ state, national, and international awards and honors
 - ▶ number of journal editorial board memberships
 - ▶ number of invited or keynote presentations at major national and international meetings as well as at other universities and institutions
 - ▶ number of first authored or senior authored peer-reviewed papers, reviews, and chapters
 - ▶ average h-index (or similar indices)
 - ▶ news coverage or press release of published work
- ▶ Based on the documented key parameters of faculty productivity, establish annual quantitative benchmarks for each parameter

Strategic Initiative 3

RESEARCH AND TRAINING ENTERPRISE

Conduct cutting-edge sponsored research and train the next generation of scientists

Objective 3.5

Strengthen or establish research partnerships with universities, federal agencies, and the industry

- ▶ Develop a guidance document for collaborative agreements with other research institutions by June 2012
- ▶ Support targeted seed funding collaborative projects with other institutions with the goal to lead the development of extramurally funded consortia
- ▶ Develop a research plan and priorities with key partners in support of School initiatives (e.g., the rural pharmacy health initiative, Asheville partnership, CCNC)
- ▶ Actively engage in, and lead the formation of, public-private partnerships sponsored by industry and government (e.g., work with the NIH Office of Public-Private Partnerships)

Key Performance Indicators

- ▶ Increase annually the number of formal partnerships and collaborative agreements with other institutions
- ▶ Increase annually the submission of consortia proposals (e.g., cooperative grants with industry)
- ▶ Increase annually the submission of proposals with key partners in support of School initiatives

Strategic Initiative 3

RESEARCH AND TRAINING ENTERPRISE

Conduct cutting-edge sponsored research and train the next generation of scientists

Objective 3.6

Continue to translate discoveries and best practices developed within the School to practical solutions improving human health and health-care outcomes

- ▶ Encourage the submission of report-of-inventions, or ROIs, and patent applications
- ▶ Develop a mechanism to facilitate license agreements for products and technologies developed in the School
- ▶ Increase the number of School-developed new drugs, drug products, and pharmaceutical evaluations entering clinical trials
- ▶ Identify and engage in major multidisciplinary initiatives that have the potential to lead to significant advances in the practice of pharmacy or patient health outcomes
- ▶ Develop infrastructure and know-how to facilitate the number of School-based faculty founded companies
- ▶ Encourage and support the submission of Small Business Technology Transfer grant applications with School faculty serving as principal investigators
- ▶ Establish pre-incubator company space in the School for faculty-based start-ups
- ▶ Require full compliance with the university conflict of interest policies and establish and maintain clear and transparent School conflict of commitment policies

Key Performance Indicators

- ▶ Increase annually the number of ROIs and patent applications
- ▶ Increase annually the number of license agreements
- ▶ Initiate at least three clinical trials per year of a School-developed drug, drug product, or pharmaceutical evaluation
- ▶ Submit at least two large, multidisciplinary grants that have the potential to lead to significant advances in the practice of pharmacy and patient care
- ▶ Establish at least one new faculty-founded company per year
- ▶ Create pre-incubator company space that will accommodate two to three companies for six to twelve months at a time
- ▶ Achieve 100 percent transparency and compliance with both the COI and COC policies

Strategic Initiative 3

RESEARCH AND TRAINING ENTERPRISE

Conduct cutting-edge sponsored research and train the next generation of scientists

Objective 3.7

Improve the quality and appeal of the graduate education and postdoctoral training programs that position our students and trainees to become the next generation of scientific leaders

- ▶ Develop a sustainable business model for effective graduate education and research
- ▶ Establish new policies and practices for recruiting, training, and supporting graduate students
- ▶ Recruit the highest quality graduate students from leading institutions
- ▶ Ensure that faculty are trained to become effective mentors of graduate students and postdoctoral fellows
- ▶ Ensure that graduate students and postdoctoral fellows in training programs receive the necessary training and development to facilitate translational research efforts (e.g., intellectual property development, entrepreneurship, business start-ups)
- ▶ Foster interdisciplinary NIH T32 training programs based within the School
- ▶ Encourage the participation of graduate students and postdoctoral trainees in national and international student organizations
- ▶ Track placement of graduates in leading research organizations within academia, government, and industry

Key Performance Indicators

- ▶ Receive at least two new NIH T32 training awards
- ▶ Increase the number of awarded extramural graduate scholarships each year
- ▶ Increase the number of graduate students receiving competitive awards (travel, research) from national and international societies each year
- ▶ Increase the number of students serving as elected officers of national and international societies and research organizations each year
- ▶ Career placement data is available on all graduate students upon exit from the graduate program

Strategic Initiative 3

RESEARCH AND TRAINING ENTERPRISE

Conduct cutting-edge sponsored research and train the next generation of scientists

Objective 3.8

Increase the visibility of the School via organization and sponsorship of research and educational events

- ▶ Encourage faculty to plan and host conferences, workshops, and other research and educational events at the School
- ▶ Encourage faculty to co-organize meetings and symposia as part of large national or international meetings

Key Performance Indicators

- ▶ Organize no fewer than two research and educational events sponsored by and held at the School per year
- ▶ Organize no fewer than four research and educational or development workshops per year

Strategic Initiative 4

GLOBAL ENGAGEMENT

Achieve global impact on pharmacy education, research, practice, and health care

Strategic Initiative 4

Global Engagement

Achieve global impact on pharmacy education, research, practice, and health care

Strategic Initiative 4

GLOBAL ENGAGEMENT

Achieve global impact on pharmacy education, research, practice, and health care

Environmental Scan

The U.S. has led the world in redefining professional pharmacy education and the role of pharmacists in health care. Other countries are seeking partnerships with leading U.S. pharmacy schools to elevate pharmacy education in their countries. Further, the pharmaceutical industry is rapidly globalizing its research and development function in response to growing Asian markets.

The UNC Eshelman School of Pharmacy is recognized as one of the leading schools of pharmacy in the U.S. in training pharmacists and pharmaceutical scientists and is therefore uniquely positioned to expand its education mission and research enterprise globally through strategic partnerships. The enriched educational and research experience of the School faculty and students through global engagement should benefit not only the School but also the University and the state of North Carolina. The global reputation of the School will attract the best talent in the world to the School. Of equal importance, there are unmet health-care needs in many parts of the world. The School, through global engagement, should assume a leadership role in humanitarian health-related efforts in underserved countries.

Strategic Initiative 4

GLOBAL ENGAGEMENT

Achieve global impact on pharmacy education, research, practice, and health care

Objective 4.1

Expand the School's education, research, and practice mission globally

- ▶ Establish a strategic partnership in Asia to offer education programs in pharmacy (PharmD-international) and pharmaceutical sciences (PhD) in a research-intensive institution (e.g. the School's proposed partnership with the National University of Singapore)
- ▶ Develop criteria and a process to identify and develop new international partnership opportunities consistent with the Schools vision, mission, and goals (charge the Internationalization Committee to draft a guidance document)
- ▶ Develop opportunities, process and business model for offering specific components of the Schools education programs to global markets
- ▶ Expand the scope of the Chapel Hill Drug Conference to include international programming

Key Performance Indicators

- ▶ Publish an internal guidance document by January 2012 outlining the criteria and process to develop new international partnerships
- ▶ Have in place a partnership agreement in 2012 to launch a PharmD-international / PhD / research program in Asia
- ▶ Publish an internal process and business model document by June 2012 for offering the School's courses and educational assets
- ▶ Host an international Chapel Hill Drug Conference

Strategic Initiative 4

GLOBAL ENGAGEMENT

Achieve global impact on pharmacy education, research, practice, and health care

Objective 4.2

Initiate and participate in global health-care initiatives in partnership with UNC health science schools and other health-care institutions

- ▶ Form a multi-institutional working group charged to identify global health initiative opportunities
- ▶ Establish a faculty-student committee to explore and develop student service programs
- ▶ Invite proposals for initiatives and service programs that would improve health outcomes in underserved countries
- ▶ By leveraging the experience and resources of UNC Global, identify and create capabilities and infrastructure that will enable the School's faculty and students to conduct health-care projects in foreign countries

Key Performance Indicators

- ▶ Document one-year outcomes and accomplishments of the multi-institutional working group
- ▶ Document one-year outcomes and accomplishments of the faculty-student committee
- ▶ Publish internally a catalog of institutional capabilities and infrastructure to support health-care projects in foreign countries

Strategic Initiative 5

INSTITUTIONAL ENVIRONMENT AND BUSINESS OPERATIONS

Improve operational efficiencies and maintain a world-class environment

Strategic Initiative 5

Institutional Environment and Business Operations

Improve operational efficiencies and maintain a world-class environment

Strategic Initiative 5

INSTITUTIONAL ENVIRONMENT AND BUSINESS OPERATIONS

Improve operational efficiencies and maintain a world-class environment

Environmental Scan

In planning for future growth, the School must ensure that we are working smarter and are efficient and effective in our day-to-day operations. The School has been diligent in the use of resources to achieve its goals at a time when state funding has continued to decrease. We have benefited from an integrated business model wherein the School's missions are strategically linked. Increased tuition dollars have been used to recruit faculty engaged in both teaching and research. In turn, faculty contribute grant salary recovery and indirect funds which are reinvested into the recruitment of additional faculty to support the missions of the School.

To optimize the implementation of a generalized division-and-center-based administrative staff service model, the School implemented the business cluster model, a different, more efficient model of business services centered on subject matter expertise, unified business practices, and operational efficiencies. The business cluster model incorporates finance, research administration, human resources, facilities, information technology, and educational technology into a centralized team that has the potential to significantly improve services, reduce redundancies and costs, and develop new best practices. The business cluster model also promotes team building, cross training, and collaboration.

The new team-based model must work effectively as a unit as well as with the faculty, staff, and students it serves. In addition to improving operational effectiveness and efficiencies, it is imperative that the School acquire, repurpose, and maintain a clean, world-class environment to achieve its goals.

Strategic Initiative 5

INSTITUTIONAL ENVIRONMENT AND BUSINESS OPERATIONS

Improve operational efficiencies and maintain a world-class environment

Objective 5.1

Deliver improved team-based operational practices and financial performance

- ▶ Develop team-building training modules for business cluster personnel
- ▶ Set priorities, define, and implement team-based business operation practices
- ▶ Reduce costs for all business cluster services provided
- ▶ Assess the role and functionality of InfoPorte for both faculty and staff
- ▶ Launch the enhanced version of InfoPorte to faculty and staff with training on current functionality and the process for ensuring continued refinements and enhancements
- ▶ Conduct a faculty-staff survey to assess business operational efficiencies and satisfaction with the business cluster services
- ▶ Document all business services policies, procedures, and workflows and make them available electronically
- ▶ Identify criteria for best practice models, budget accordingly, and then implement and/or improve on best practices

Key Performance Indicators

- ▶ Reduce the cost of existing temporary staffing services 20 percent
- ▶ Reduce the cost of school-wide service contracts 20 percent
- ▶ At least 80 percent of faculty and staff perceive InfoPorte to be a value-added tool that facilitates their work and improves operational efficiencies
- ▶ At least 80 percent of faculty and staff perceive the operational efficiencies to be effective and are satisfied with the business cluster model

Strategic Initiative 5

INSTITUTIONAL ENVIRONMENT AND BUSINESS OPERATIONS

Improve operational efficiencies and maintain a world-class environment

Objective 5.2

Provide a clean, world-class environment for the School to achieve its goals

- ▶ Add to and repurpose the existing facilities infrastructure including Imaging Research Building and Beard Hall
- ▶ Develop a monthly maintenance checklist of routine cleaning, painting, and service needed within the School

Key Performance Indicators

- ▶ Through completion and occupation of the Imaging Research Building, provide an additional 75,000 sq. ft. of wet/dry laboratory space by the calendar year 2014
- ▶ Complete business plan to repurpose Beard Hall (second and third floors)
- ▶ Complete funding plan to repurpose Beard Hall (second and third floors)
- ▶ Complete monthly maintenance checklist and publicize planned improvements in advance

Strategic Initiative 6

OUR PEOPLE

Ensure that the School has the talent and leadership to execute our vision and mission

Strategic Initiative 6

Our People

Ensure that the School has the talent and leadership to execute our vision and mission

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OUR PEOPLE

Ensure that the School has the talent and leadership to execute our vision and mission

Environmental Scan

The most important asset the School has to execute our vision and mission and achieve our goals is our people. It is increasingly more difficult and expensive to attract and develop the very best faculty and staff talent. Recruitment of nonpharmacy trained faculty has become common, and the lack of a robust future academic leadership pool plagues our academy.

We must continue to foster professional growth opportunities for faculty and staff and create a culture where faculty and staff are recruited into career opportunities, not just jobs. It is important that we assist faculty in reaching their full potential wherein the annual review and evaluation process is improved and faculty are guided by an annual career development plan. It is imperative that we develop and implement a rigorous staff development and evaluation process wherein continuous improvement and the identification and implementation of new best practices are expectations. In so doing, “meeting expectations” must be a minimum job requirement for staff. Finally, we must remain engaged with alumni to facilitate communications, input, and feedback on the direction of the School.

Strategic Initiative 6

OUR PEOPLE

Ensure that the School has the talent and leadership to execute our vision and mission

Objective 6.1

Develop leading practices and build on existing excellence in the recruitment and development of outstanding faculty

- ▶ Create positions in the School that provide career opportunities, not just jobs, for world-class faculty
- ▶ Develop a recruitment, hiring, and orientation process for faculty to support the vision of career opportunities with the School and evaluate the effectiveness of these programs
- ▶ Assess and improve the Bill and Karen Campbell Faculty Mentoring Program
- ▶ Standardize and improve the annual faculty review process
- ▶ Create a process whereby all faculty are guided by a career plan

Key Performance Indicators

- ▶ Tenure track faculty will receive tenure with a success rate of at least 90 percent
- ▶ Fixed-term faculty will be reappointed at a rate of at least 90 percent with an appointment length at least as long as the prior appointment
- ▶ At least 80 percent of faculty and staff are satisfied with the hiring, recruitment, and orientation process
- ▶ Document that 100 percent of faculty have a career plan that is updated and discussed annually and in person with the chair; the chair, in turn, will present a summary of faculty career plans to the dean annually
- ▶ At least 80 percent of faculty feel their needs regarding career planning and development are being addressed and met, as evidenced by improvements in faculty perceptions on the annual American Association of Colleges of Pharmacy survey and on internal surveys
- ▶ Maintain a retention rate of greater than 95 percent per year for high performing faculty
- ▶ Establish a baseline measure of employee (faculty) engagement using the Gallup Q12 survey and increase faculty engagement each year

Strategic Initiative 6

OUR PEOPLE

Ensure that the School has the talent and leadership to execute our vision and mission

Objective 6.2

Identify faculty with the interest and talent to advance to leadership positions in the School

- ▶ Provide sufficient resources to support faculty development through active leadership and mentoring programs, both internal and external to the School
- ▶ Create a succession plan for all faculty administrative positions in the School

Key Performance Indicators

- ▶ Maintain a retention rate of greater than 90 percent per year for high-performing faculty seeking faculty administrative positions in the School

Strategic Initiative 6

OUR PEOPLE

Ensure that the School has the talent and leadership to execute our vision and mission

Objective 6.3

Develop leading practices and build on existing excellence in the recruitment and development of outstanding staff

- ▶ Create positions in the School that provide career opportunities, not just jobs, for world-class staff
- ▶ Develop a recruitment, hiring, and orientation process for staff to support the vision of career opportunities with the School
- ▶ Ensure that faculty and staff receive the training necessary to effectively conduct and contribute to annual performance evaluations and 270/360-degree evaluations
- ▶ Develop, communicate, and implement a process for conducting annual 270/360-degree evaluations that are incorporated into annual performance evaluations
- ▶ Define expectations for staff performance where “meeting expectations” is a minimum job requirement
- ▶ Develop, communicate, and implement a process for conducting 270/360-degree assessment and development plans for staff at least once every two years
- ▶ Create a mandatory cross-utilization training program for all staff, and include cross-utilization training in all staff job descriptions
- ▶ Create School-based programs, or identify UNC-based programs, that provide new learning opportunities and new skill development for all staff
- ▶ Develop a succession plan for all staff positions in the School

Key Performance Indicators

- ▶ All staff have undergone annual 270/360-degree evaluations that are incorporated into annual performance evaluations
- ▶ All staff undergo a 270/360-degree assessment and development plan at least once every two years
- ▶ All staff participate in at least two days of cross-utilization training each year
- ▶ All staff participate in at least two days of School- or UNC-based learning opportunities or skill development each year
- ▶ The retention rate of staff receiving “very good” or “outstanding” performance evaluations will be greater than 95 percent a year
- ▶ Establish a baseline measure of employee (staff) engagement using the Gallup Q12 survey and increase staff engagement each year

Strategic Initiative 6

OUR PEOPLE

Ensure that the School has the talent and leadership to execute our vision and mission

Objective 6.4

Create a compensation assessment program for faculty and staff that uses marketplace benchmarks as a comparison

- ▶ Create an annual process to evaluate faculty and staff salaries that includes comparison to comparable level and rank positions on campus and at peer institutions
- ▶ Create a mechanism to provide opportunities for compensation adjustments

Key Performance Indicators

- ▶ Relative to campus and peer institutions, the mean faculty and staff compensation should be in the top quartile for comparable level and rank

Strategic Initiative 6

OUR PEOPLE

Ensure that the School has the talent and leadership to execute our vision and mission

Objective 6.5

Foster and maintain a work and learning environment that is inclusive, welcoming and supportive, and free from discrimination

- ▶ Develop work environment-related faculty and staff training programs facilitated through the School's Office of Human Resources

Key Performance Indicators

- ▶ Maintain employee relation issues pertaining to equal opportunity to an annual occurrence rate of less than 2 percent per full-time faculty and staff

Strategic Initiative 6

OUR PEOPLE

Ensure that the School has the talent and leadership to execute our vision and mission

Objective 6.6

Remain engaged with alumni in both the professional and graduate programs

- ▶ Identify strategies to increase student-alumni engagement
- ▶ Identify strategies to ensure that alumni contact information is current in the School's alumni database
- ▶ Identify strategies to solicit input and feedback from alumni of the School

Key Performance Indicators

- ▶ Alumni database should have updated contact information for more than 50 percent of alumni of the professional program
- ▶ Alumni database should have updated contact information for more than 80 percent of alumni of the graduate programs
- ▶ Increase response rates on the annual alumni survey and overall alumni satisfaction regarding their connectedness to the School

Strategic Initiative 7

STRATEGIC PLANNING, ASSESSMENT, AND QUALITY IMPROVEMENT

Foster a culture of strategic planning, assessment, and continuous quality improvement

Strategic Initiative 7

Strategic Planning, Assessment, and Quality Improvement

Foster a culture of strategic planning, assessment, and continuous quality improvement

Strategic Initiative 7

STRATEGIC PLANNING, ASSESSMENT, AND QUALITY IMPROVEMENT

Foster a culture of strategic planning, assessment, and continuous quality improvement

Environmental Scan

The School is committed to developing and advancing a culture of strategic planning, assessment and continuous quality improvement. To be the preeminent school of pharmacy where leaders in practice, education, and research are developed and nurtured, the School must be strategic and bold, think differently, and continually identify opportunities that will differentiate us and position us for innovation and sustained excellence. The School is committed to the successful implementation, execution, and monitoring of this strategic plan and to a strategic planning process that actively engages faculty, staff, and key stakeholders and links development and resources directly to the strategic plan. In an era of increasing accountability at all levels of higher education and the need to better utilize data to drive planning and quality improvement, the School must take measureable steps to ensure that processes are in place to better manage, analyze, and use data to advance our strategic initiatives, our division and unit goals, and student learning. Through engagement of faculty, staff, and students, the School aspires to foster a culture of strategic planning, assessment, and continuous quality improvement.

Strategic Initiative 7

STRATEGIC PLANNING, ASSESSMENT, AND QUALITY IMPROVEMENT

Foster a culture of strategic planning, assessment, and continuous quality improvement

Objective 7.1

Strategically position the School to achieve its bold vision and aspirational goals

- ▶ Publish the strategic plan and planning process
- ▶ Implement an accountability management software system to automate and track the School's progress on the strategic plan
- ▶ Develop a School-wide process for continually assessing and monitoring progress within the School's strategic plan, realigning efforts where needed to achieve the strategic initiatives
- ▶ Develop and launch Phase 2 of the strategic planning process, whereby resources are aligned with the strategic plan
- ▶ Actively solicit proposals to advance the strategic plan and its impact
- ▶ Prepare and publish an annual report on the School's strategic plan

Key Performance Indicators

- ▶ The School's strategic plan and planning process will be published via the School's website
- ▶ The School's strategic plan will be loaded into Taskstream and progress tracked accordingly
- ▶ Integration of all unit/division plans and implementation of Taskstream will enhance the culture of assessment, enabling at least 80 percent of key performance indicators within the strategic plan to be assessed each year
- ▶ A Development Plan, whereby resources are linked to the strategic plan, will be implemented
- ▶ Increase donations to the School specifically earmarked for strategic initiatives and objectives

Strategic Initiative 7

STRATEGIC PLANNING, ASSESSMENT, AND QUALITY IMPROVEMENT

Foster a culture of strategic planning, assessment, and continuous quality improvement

Objective 7.2

Foster a culture of assessment and continuous quality improvement

- ▶ Streamline and coordinate assessment processes and activities within the School
- ▶ Develop and outline processes to manage, analyze, and use assessment data
- ▶ Develop and administer an annual faculty-staff survey to assess the effectiveness of and faculty-staff satisfaction with select action items within the strategic plan as a means toward continuous quality improvement
- ▶ Develop an effective means of communicating assessment data to key constituents and stakeholders
- ▶ Develop and implement an assessment plan for the School's strategic plan; overall institutional effectiveness; and degree programs

Key Performance Indicators

- ▶ Publish the School's assessment plan
- ▶ Provide evidence of reports and summary documents that highlight use of data for quality improvement
- ▶ Regular updates are provided to faculty, School administration, and key stakeholders on progress made on the School's strategic plan and other assessment efforts

Strategic Initiative 7

STRATEGIC PLANNING, ASSESSMENT, AND QUALITY IMPROVEMENT

Foster a culture of strategic planning, assessment, and continuous quality improvement

Objective 7.3

Serve as a model institution for achieving excellence and best practices in assessment

- ▶ Publish best practices and findings that emanate from assessment efforts within the School
- ▶ Identify and submit grants to facilitate and support assessment efforts

Key Performance Indicators

- ▶ Eighty percent of faculty and staff are satisfied with and perceive assessment efforts within the School to be effective
- ▶ Increase the number of invited presentations, awards, and publications linked to assessment efforts