Preamble

The Strategic Plan of the UNC Eshelman School of Pharmacy articulates our highest aspirational goals in realizing our vision to be the preeminent school of pharmacy transforming human health through innovations in education, practice, and research, and is our compass in defining our future. We continually invest in our people; in transforming our educational programs; in advancing the practice of pharmacy and healthcare; in growing, differentiating, and translating our research enterprise; in cultivating partnerships worldwide; in improving our operational efficiencies; and in institutionalizing assessment to guide decision making and continuous quality improvement. The School publishes the Strategic Plan Annual Report each year to highlight major accomplishments toward achieving our aspirational goals. This annual report exemplifies the collective efforts and engagement of our faculty, staff, and student body; alumni; key stakeholders and partners; and the broader University community.
## TABLE OF CONTENTS

STRATEGIC INITIATIVE 1: Educational Renaissance ................................................................. 4  
  STRATEGIC OBJECTIVE 1.1: Transform learning and the curriculum of the professional program .......... 4  
  STRATEGIC OBJECTIVE 1.2: Transform learning and the curriculum of the graduate program .......... 4  
  STRATEGIC 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 ........................................... 5  
  STRATEGIC OBJECTIVE 1.4: Create an environment that fosters educational research and the scholarship of education ......................................................................................................................... 7  
  STRATEGIC 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 ................................................................. 8  

STRATEGIC OBJECTIVE 2: The Practice of Pharmacy .............................................................. 8  
  STRATEGIC OBJECTIVE 2.1: Position the School to capitalize on opportunities to advance the practice of pharmacy and improve patient care ................................................................. 8  
  STRATEGIC OBJECTIVE 2.2: Engage the broader community in working with the School to advance the practice of pharmacy and improve patient care ......................................................... 10  
  STRATEGIC OBJECTIVE 2.3: Create opportunities that promote leadership and professional development of faculty practitioners, preceptors, and residents ........................................ 11  
  STRATEGIC OBJECTIVE 2.4: Create a culture that fosters increased productivity and excellence around research and the scholarship of application ................................................................. 12  

STRATEGIC INITIATIVE 3: RESEARCH AND TRAINING ENTERPRISE ................................. 12  
  STRATEGIC OBJECTIVE 3.1: Strategically position the School to be nationally and internationally regarded in core research areas ........................................................................................................... 12  
  STRATEGIC OBJECTIVE 3.2: Develop and identify funding mechanisms to prime and support high impact research programs ............................................................................................................. 13  
  STRATEGIC 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 the defined research area ......................................................................................... 13  
  STRATEGIC 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 ........................................... 13  
  STRATEGIC OBJECTIVE 3.5: Strengthen or establish research partnerships with universities, federal agencies, and the industry ............................................................................................................. 14  
  STRATEGIC OBJECTIVE 3.6: Continue to translate discoveries and best practices developed within the School to practical solutions improving human health and health-care outcomes ........................................... 15  
  STRATEGIC 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 ... 15  
  STRATEGIC OBJECTIVE 3.8: Increase the visibility of the School via organization and sponsorship of research and educational events .................................................................................................................. 16  

STRATEGIC INITIATIVE 4: GLOBAL ENGAGEMENT .................................................................... 17  
  STRATEGIC OBJECTIVE 4.1: Expand the School’s education, research, and practice mission globally .......... 17  
  STRATEGIC OBJECTIVE 4.2: Initiate and participate in global health-care initiatives in partnership with UNC health science schools and other health-care institution .................................................................................................................. 17  

STRATEGIC INITIATIVE 5: INSTITUTIONAL ENVIRONMENT AND BUSINESS OPERATIONS ................................................................. 18
STRATEGIC OBJECTIVE 5.1: Deliver improved team-based operational practices and financial performance

STRATEGIC OBJECTIVE 5.2: Provide a world-class environment for the School to achieve its goals

STRATEGIC INITIATIVE 6: OUR PEOPLE

STRATEGIC OBJECTIVE 6.1: Develop leading practices and build on existing excellence in the recruitment and development of outstanding faculty.

STRATEGIC OBJECTIVE 6.2: Identify faculty with the interest and talent to advance to leadership positions in the School.

STRATEGIC OBJECTIVE 6.3: Develop leading practices and build on existing excellence in the recruitment and development of outstanding staff.

STRATEGIC OBJECTIVE 6.4: Create a compensation assessment program for faculty and staff that uses marketplace benchmarks as a comparison.

STRATEGIC OBJECTIVE 6.5: Foster and maintain a work and learning environment that is inclusive, welcoming and supportive, and free from discrimination.

STRATEGIC OBJECTIVE 6.6: Remain engaged with alumni in both the professional and graduate programs.

STRATEGIC OBJECTIVE 6.7: Advance the School’s efforts in fostering a culture of diversity and inclusiveness through the development, evaluation, and dissemination of best practices.

STRATEGIC INITIATIVE 7: STRATEGIC PLANNING, ASSESSMENT, AND QUALITY IMPROVEMENT

STRATEGIC OBJECTIVE 7.1: Strategically position the School to achieve its bold vision and aspirational goals.

STRATEGIC OBJECTIVE 7.2: Foster a culture of assessment and continuous quality improvement.

STRATEGIC OBJECTIVE 7.3: Serve as a model institution for achieving excellence and best practice in assessment.
STRATEGIC INITIATIVE 1
EDUCATIONAL RENAISSANCE

STRATEGIC OBJECTIVE 1.1
Transform learning and the curriculum of the professional program

The School continues to make significant progress toward executing a transformative curriculum. The Curriculum Transformation Steering Committee (CTSC) has been charged to lead the design and execution of all phases of Curriculum 2015. The Curriculum Transformation Oversight Committee (CTOC), with representatives from all five School divisions, the Asheville campus, and the student body serves in a review and advisory role to ensure adequate review of and insight into curricular decisions. In June 2014, the School published an overview of Curriculum 2015 on its website and continues to provide updates to prospective candidates in preparation for launch in August 2015.

The first year of Curriculum 2015 has been designed and all first year courses and experiences are under development. Faculty development efforts continue to evolve, with the launch of regular faculty development workshops throughout 2014 to prepare faculty for active learning and creative approaches to teaching.

In December 2014, the School held the Third Annual Educational Renaissance Symposium, which was designed to build upon the foundations and engage faculty in preparing for the design of years 2 and 3 of the new curriculum. This symposium is a hallmark of the School’s commitment to an educational renaissance and a testament to the dedication of faculty to this process. The symposium was well attended by faculty, partners, and students and resulted in next steps toward curricular design. The School also finalized plans for the Second Annual Preceptor and Partner Symposium to be held January 2015. Faculty continue to explore and engage in new approaches to teaching within the current curriculum course offerings and are engaged in the design of new courses for the first year of Curriculum 2015. Early successes and lessons learned continue to inform and guide the School in the design and execution of a bold, new curriculum.

STRATEGIC OBJECTIVE 1.2
Transform learning and the curriculum of the graduate program

Two focus group sessions, comprising graduate faculty leadership from each of the divisions, were held in November in anticipation of a re-visioning of the graduate program’s governance document, the development of a program philosophy, and subsequent launch of the Graduate Program Self-Study in 2015. Focus groups were facilitated by Dr. Suzanna Wu-Pong, past Chair of AACP’s Special Interest Group (SIG) on Pharmacy Graduate Education, and centered on how our Program might best prepare students for the future, consistent with the recommendations of the AACP Graduate Education SIG’s 2013 White Paper. Three overarching themes emerged from these discussions: 1) faculty and students must adopt a philosophy and culture which will ensure our preeminence in research and graduate education; 2) our graduate program must be able to rapidly adapt to the continuously evolving science, technology, and graduate education landscapes; and 3) we must recruit students who possess the interest, ability, and motivation to be successful in a more demanding training program where students develop a broader skill set that prepares them for multidimensional career paths in the pharmaceutical sciences.

Three broad recommendations emerged from these discussions which will guide a re-visioning of the graduate program: 1) determine if we have the curriculum needed to train the next generation of pharmaceutical scientists; 2) recruit people with different training backgrounds to enhance the multidisciplinary nature of our Program; and 3) adopt a shared curriculum model with other institutions to provide different tracks for greater depth and breadth in core training areas, and more career diversity in our program to attract students who wish to pursue nontraditional science-related careers.

The Masters in Pharmaceutical Sciences with a Specialization in Health System Pharmacy Administration engaged in strategic planning in 2013 to continually position this program for success. A retreat was held in summer 2013 to critically examine the future of the Masters program and develop strategies for re-engineering the curriculum. Throughout 2013-2014, a new curriculum was outlined and courses developed. The new curriculum was implemented in fall 2014 with 3 new courses, a new seminar, and no reliance on outside schools.
STRATEGIC 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.

Under the leadership of the Office of Student Affairs (OSA), a variety of new programs and initiatives have been launched and existing programs re-assessed to benefit both professional and graduate students and integrate professional and career development of students into the School’s culture. These include:

- Engagement with University Career Services to grow an enhanced relationship between the School and the University in order to provide PharmD students with unique opportunities to provide PharmD students with post-graduate opportunities.
- Continued development of the advising and peer-mentoring program.
- Development of student leaders through engagement in the Student Senate Executive Board retreat to better prepare incoming student leaders for their important roles.
- Engagement of all student organizations in a structured self-study to identify ways in which each organization can grow and expand their impact within Curriculum 2015.
- Coordination of guest speakers that expose our students to careers and the importance of skill development.
- Full launch of the graduate program Alumni Mentoring Program whereby senior students are matched with alums to discuss careers, research, and professional development.
- Partnership with Dr. Roy Hawke’s PHRS 801 Ethic course to promote professional development initiatives and tools such as Individual Development Plan reviews and e-portfolio construction.

Professional Student Highlights

Professional students continue to assume leadership roles in regional and national organizations and are recognized nationally for their service. Notably, the UNC Eshelman School of Pharmacy Carolina Association of Pharmacy Students (CAPS) won Chapter of the Year at the 2014 APhA Annual Meeting and Exposition in March 2014. This is a very prestigious national honor from the American Pharmacists Association-Academy of Student Pharmacists (APhA-ASP). This was a wonderful accomplishment for our student leaders and once again exemplified their dedication and hard work.

- American Pharmacists Association Academy of Student Pharmacists (APhA-ASP) student highlights
  - 120 students attended APhA-ASP Region 3 Midyear Regional Meeting (MRM) in Atlanta (an all-time record for MRM attendance from a single chapter)
  - APhA-ASP Chapter, Operation Self Care Regional Award winner
  - Lauren Shelmerdine (PY3) and Leslie Walters (PY3), Operation Self Care Co-chairs
  - Evan Colmenares (PY2), Region 3 Delegate
  - Alexandra Cervantes (PY1), Chapter Delegate
  - Corey Cicci (PY1), Nominating committee
  - Jenny Levine (PY3), APhA-ASP Chapter President
  - Briana Moore (PY4) and Kristin Aloi (PY2), APhA-ASP MRM liaisons
  - Erin Turingan (PY4), Communications Committee Vice Chair
- Academy of Managed Care Pharmacy student highlights
  - 9 members attended the AMCP Nexus in October 2014 in Boston
  - 8 student teams competed in the chapter’s Local P&T Competition (part of AMCP’s National Student Pharmacist’s Pharmacy and Therapeutic competition)
  - Marti Guidotti (PY4), Vice Chairperson national AMCP Student Pharmacist Committee
  - David Singer, appointed to the 2015 Student Pharmacist Committee
- American Society of Health-System Pharmacists (ASHP) student highlights
  - Student Advisor Group members: Student Society Development: JT Chiang (PY4); Advancement of Pharmacy Practice: Melanie Hurt (PY4) and Evan Colmenares (PY2); Career Development and Education: Bryan Gendron (PY4) and Stacy Tse (PY4); Community and eCommunications: Megan Radigan (PY4) and Heather Coleman (PY4)
  - Erin Christenson (PY4) and Rebecca Call (PY4), 3rd place ASHP National Clinical Skills Competition
- North Carolina Association of Pharmacists (NCAP) student highlights
Jennifer Levine (PY3), Rachel Labianca (PY3), Alex Toler (PY3) and Brian Kurish (PY2), 1st place NCAP Annual OTC Jeopardy competition

Johnny Clark (PY3) and Felix Lam (PY2), NCAP Student Pharmacist Network

Kappa Psi student highlights
- Beta Xi Chapter, 2014 Frank H. Eby Scholarship Tray Award
- Beta Xi Chapter, 2014 Atlantic Province Scholarship Award (awarded to the collegiate chapter in the Atlantic Province of Kappa Psi with the highest grade point average for a given year)

Student National Pharmaceutical Association (SNPhA) student highlights
- Yue Dong (PY2), regional Chapter Delegate
- Shawnda Herring (PY4), national CKD Chair
- Cheryl Wisseh (PY3), Joyce Jih (PY1), and Kelly Hu (PY1), SNPhA membership awards

Taking Action by Service (TABS) provided significant community service to the following organizations in 2014: Project Linus, Ronald McDonald house, Alterra Wynwoods assisted living facility, IFC shelter, Orange County seniors, American Red Cross, and Genesis Home in Durham.

**Graduate Student and Postdoctoral Student Highlights**

The PhD program has concentrations in the Divisions of Chemical Biology and Medicinal Chemistry (CBMC), Molecular Pharmaceutics (MOPH), Pharmacotherapy and Experimental Therapeutics (DPET), and Pharmaceutical Outcomes and Policy (DPOP). Graduate students in the School’s PhD in pharmaceutical sciences program continue to achieve high honors and recognition toward pursuit of their doctoral degree.

- AFPE Pre-Doctoral Fellowship in the Clinical Pharmaceutical Sciences: Corbin Thompson (DPET), Andrew Roberts (DPOP), Tejash Patel (MOPH), Colin O’Banion (CBMC)
- Rho Chi AFPE First Year Graduate School Fellowship: Izna Ali (DPET)
- Eshelman Fellowship: Jon Bogart (CBMC), Izna Ali (DPET), Olivia Dong (DPET), Adam Sage (DPOP), Shaye Hagler (MOPH)
- Ferguson Fellowship: Carla Coste-Sanchez (MOPH)
- Royster Society of Fellows: Nithya Srinivas (DPET), Scott Davis (DPOP)
- GEB Impact Award: Andrew Roberts (DPOP)
- GPEN Travel Awards: Adam Friedman (CBMC), Nicole Zane (DPET), Jing Fu (MOPH), Sarah Claypool (CBMC)
- Eunice Kennedy Shriver National Institute of Child Health & Human Development F31: Nicole Zane (DPET)
- PhRMA Pre Doctoral Fellowship: Nicole Zane (DPET)
- ACS BIOL Division Travel Award: Adam Friedman (CBMC)
- ACS Medicinal Chemistry Pre-Doctoral Fellowship: Kyle Konze (CBMC)
- Eunice Kennedy Shriver National Institute of Child Health & Human Development K23: Kevin Watt (DPET)
- Graduate Student Transportation Grant: Sarah Claypool (CBMC), Zhijian "Jimmy" He (MOPH), Xiaomeng Wan (MOPH)
- Agency for Healthcare Research and Quality Health Services Dissertation Award R36: Catherine Slota
- Graduate Tuition Incentive Scholarship: Xiaomeng Wan (MOPH)
- AAPS Graduate Student Award in Quality by Design and Product Performance: Zhijian (Jimmy) He (MOPH)
- Khalid Ishaq Travel Award Stipend: Chintan Kapadia (MOPH), Sarah Claypool (CBMC)
- HHMI Campus Finalists: Hao Cai (DPET), Lei Miao (MOPH)
- American Heart Association Predoctoral Fellowship: Akinyemi Oni-Orisan (DPET)
- NSF Graduate Research Fellowship Program: Tojan Rahhal
STRATEGIC OBJECTIVE 1.4
Create an environment that fosters educational research and the scholarship of education

The School has published several high profile studies and papers of our teaching innovations and educational research in 2014. This is important as we strive to identify best practices in student learning, disseminate lessons learned, and advance pharmacy education. In 2014, the School published twenty-two articles related to the scholarship of education (up nine articles from a total of thirteen in 2013). Collectively, the publications highlight a variety of teaching strategies as well as areas of emerging interest in pharmacy education.

- Cox WC, Wingo B, Todd AJ. How we transitioned to a comprehensive professional and graduate student affairs office. *Med Teach*. 2014(0):1-5.

In summary, the School has made progress in 2014 toward its goal of creating an environment that fosters educational research and the scholarship of education. Identifying grant opportunities and securing funding for educational research efforts are high priorities in 2015.

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**STRATEGIC 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*

The Academy continues to evolve in its strategy and goals toward fostering a community of faculty dedicated to improving student learning and the scholarship of education. In September 2014, Dr. Scott Singleton assumed the role of Executive Director of The Academy. Under Dr. Singleton’s leadership, several efforts are underway to expand faculty development efforts and resources, to grow the Educational Design and Innovations group (formerly the Educational Technology R&D group), and to foster a culture of scholarship. The Academy staff work diligently with faculty to prepare for the launch of Curriculum 2015 and are engaged in the design and illustration of material and course content to aid student learning and prepare them for active engagement in the classroom. These projects include a variety of techniques, including 2D/3D illustrations and animations, database-driven websites that track student activities, online research repositories, video-based course lectures with interactive questions and simulations, and tens of thousands of lines of programming code to stitch together these components. In addition, the group works with the School’s office of Continuing Education to produce the live, monthly, interactive broadcast of Pharmacy Grand Rounds to hundreds of worldwide participants. This program features a rotating panel of topics and speakers as well as an interactive question/answer session on the air. To our knowledge, we remain the only School of Pharmacy with this level of in-house resources and expertise specifically targeting educational improvements to practicing pharmacists.

Over the past year, the School has enhanced its faculty development efforts through the offering of monthly faculty development workshops centered on teaching and learning. These workshops are well attended by the School’s faculty and have become an integral part of our efforts to build a community of faculty educators and scholars. The School also held the Third Annual Educational Renaissance Symposium December 17, 2014. This symposium is a hallmark of our efforts to transform pharmacy education and is a well-attended, highly engaged faculty event.

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**STRATEGIC OBJECTIVE 2**

*THE PRACTICE OF PHARMACY*

**STRATEGIC OBJECTIVE 2.1**

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

The School and Division of Practice Advancement and Clinical Education (PACE) have been engaged in identifying “best models of practice” in pharmacy. During 2014, PACE offered two seminars, which highlighted recent publications of innovative practice models. These included Medicare Wellness visits at Mountain Area Health...
Education Center (MAHEC) (J Am Pharm Assoc 2014;54:435-440) and the Transitions of Care Model at UNC Hospitals (J Gen Intern Med 2014;29:798-804). UNC Hospitals received the Best Practices Award at the 2014 Midyear Clinical Meeting in Anaheim, California for their model of transitions of care.

In 2014, the Center for Medication Optimization through Practice and Policy (CMOPP) was established by a $3,000,000 endowment from the UNC Eshelman School of Pharmacy Foundation and launched with Dr. Joel Farley serving as the interim director of the center. Dr. Farley worked closely with several faculty in creating a working document, which included the mission and vision of the center. Additionally a research fellow was hired with the center and a search was launched for a data analyst and program director. We aspire for this Center to be a nationally recognized center of innovation in the creation, evaluation, and dissemination of best practices in optimizing drug therapy to improve human health and health care.

The School continues to support many health-system residency programs throughout the state. PGY2 programs continue to be co-funded at UNC Hospitals, WakeMed Hospital, and Mission Hospital. The PGY2 residency in emergency medicine hired and started its first resident in July 2014. More PGY2 residency programs are being explored with other partner institutions. The School entered a partnership with Carolinas Poison Center to create a two-year fellowship in clinical toxicology. The fellowship hired and started its first fellow in July 2014. The Masters in Pharmaceutical Sciences with a Specialization in Health Systems Pharmacy Administration also added an additional graduate student/resident to the program in 2014-15. The PGY1 Community Pharmacy Resident program also expanded to include a new partner site.
STRATEGIC OBJECTIVE 2.2
Engage the broader community in working with the School to advance the practice of pharmacy and improve patient care

The hub concept has been evolving for several years. Hubs are identified in the diagram above. The ultimate concept is to have students assigned to a hub during their experiential year(s), utilizing key partner institutions as home base, and managing preceptor needs and requests from within each region. Advantages anticipated of hub organization would be to centralize students within specific regions of the state but allow greater flexibility of inter-institutional experiences, and also improve preceptor communication and relationships. To date, the primary use of the hubs has been in managing preceptor relations. Students, however, continue to be assigned to Area Health Education Centers (AHEC) and regions as they traditionally have been. It is anticipated that the hub concept will play an important role in student assignment in the new curriculum.

For 2014, 1,185 preceptors (92% located in North Carolina) provided availability for our students, based at 562 sites. Of those preceptors, 766 preceptors were scheduled with students at 417 sites. Our preceptors continue to be critical to the success of our experiential education program. Beyond teaching our students in practice settings across the state, country, and internationally, many of our preceptors participate in teaching in School courses on campus and in the seminar sessions in the AHECs and regions. Preceptors serve on committees throughout the School and participate with many activities for admissions, student organizations, and curricular transformation. Also for this year, three new co-funded faculty were hired based at Mission Hospital and the MAHEC.

Partnerships continue to be strong and an important piece of our educational process. The Partnership in Patient Care with UNC Health System remains one of the School’s strongest partnerships, and serves as a model for other institutions and schools, demonstrated by innovative practice development and teaching models as well as institution-valued student service. The partnership agreement with Duke was renewed with revisions that strengthened our relationship. The WakeMed partnership continues to be productive, with expanded teaching and precepting by residents and new preceptors based at that site. The partnership agreement with Mission Health System underwent a major revision to move to a block-funding model with the School that better represents the overall commitments to each other. The School has continued to grow additional partnerships with Cone Health and Vidant Medical Center during the year.
The School, Community Care of North Carolina (CCNC), and GlaxoSmithKline finalized a proposal, in October 2014, to formalize a strategic partnership between the three organizations. The vision of the partnership is to drive the definition and delivery of “value” in pharmaceuticals, pharmacy practice, and patient-centered care delivery for system-wide benefit. This partnership will extend current work already conducted by some of our faculty in partnership with CCNC and strengthen the efforts of all three partners in advancing pharmacy practice and pharmaceutical policy in the context of larger health reform efforts. A press release was issued in October 2014.

STRATEGIC OBJECTIVE 2.3
Create opportunities that promote leadership and professional development of faculty practitioners, preceptors, and residents

Preceptor development continues to expand and innovate, and remains an important component to improving the educational experience for our students. Our preceptors acquire training opportunities locally from their AHECs and regions, from professional meetings and web-based programs. The School offered its preceptor development workshop in September 2014. The workshop was offered in both Chapel Hill and Asheville, and offered two tracks, one for new preceptors and one for advanced preceptors. The workshops are taught using a flipped education model, where attendees completed preparatory reading for continuing education hours prior to the workshop, so that the workshop itself could be focused on direct discussion with the facilitators, case examples, and role-playing. On September 5 at the Asheville workshop based at the MAHEC, 34 preceptors attended (25 new and 9 advanced). On September 26, at the Chapel Hill workshop based at the Friday Center, 54 preceptors attended (34 new and 20 advanced).

Pharmacy Grand Rounds was launched in January 2013 and continues to attract new subscribers. This program offers topics with timely information provided monthly using live and archived Accreditation Council for Pharmacy Education (ACPE)-accredited continuing education formats via the web to subscribers of the program. The programs are developed and presented by faculty from the School and the UNC Hospitals. This program is delivered in partnership with the American Society of Health System Pharmacists (ASHP) and is intended mainly for hospital pharmacists. Since the launch in January 2013 through September 2014, a total of 167 subscriptions and 51 subscription renewals have been purchased resulting in a total of 6,795 ACPE credit hours claimed.

The Office of Postgraduate Continuing Education co-sponsored 108 continuing pharmacy education (CPE) programs with the AHECs across the state plus additional programs with UNC Hospitals, Duke University Hospital, the North Carolina Association of Pharmacists (NCAP), and regional pharmacy associations. In 2014, the UNC CPE Office was awarded the contract as the sole CPE provider for NCAP through March 2015. This Office also received $377,741 in grants to deliver programs at national, regional, and state pharmacy meetings. The Office also conducted four webinars distributed statewide and four certificate programs on Pharmacy-based Immunization Services and Medication Therapy Management (MTM). The CPE Office will be launching a new online CPE registration portal in 2015 this is user friendly and efficient for the CPE Office reporting to AHEC and ACPE.

The Residency Teaching Certificate (RTC) had 28 applications for 2014-15 and 24 were accepted into the program. There has been growing interest in the RTC program that exceeds the capacity of the current program. In light of the increased interest, proposed curricular changes within the School, and the recent proposed guidelines from AACP on these programs, a broader perspective on the future design of this program is warranted. Under the direction of The Academy, plans are underway to re-evaluate the teaching certificate program as well as assess the opportunity for further expansion. A publication (Scolaro, Tofade, Ferreri) about the Continuing Professional Development (CPD) portion of the RTC program has been accepted and is in press for publication in Innovations in Pharmacy.
STRATEGIC OBJECTIVE 2.4
Create a culture that fosters increased productivity and excellence around research and the scholarship of application

The scholarship of application is pursued by various faculty members across the divisions in the School with the majority of faculty pursuing this scholarship residing in PACE or the Division of Pharmacotherapy and Experimental Therapeutics (DPET). Each division chair assists these faculty members regularly in establishing a scholarly plan. Notably, the PACE division has focused efforts in 2014 to assist PACE faculty members in developing scholarship plans in the scholarship of application. Several career development opportunities have been identified through workshops, mentorship, and seminars, and several faculty have participated in external training opportunities. The School and UNC TraCS continued to partner to deliver research workshops and longitudinal manuscript development programs. The division of PACE implemented monthly faculty development seminars and has used a grand round series to highlight various projects in the area of scholarship of application. There are currently 18 faculty members within the School (DPET, DPOP, PACE) pursuing the scholarship of application as their primary scholarly focus. Co-funded and adjunct faculty also contribute to practice-based research, particularly in the areas of transitions of care and Medicare wellness visits. Since January 2014, our faculty have published a total of 29 peer-reviewed journal articles in the scholarship of application and 14 grants have been funded.

The most significant accomplishment in the area of the scholarship of application for 2014 was the School’s collaboration with Community Care of North Carolina (CCNC) on an awarded Center for Medicare and Medicaid Innovation (CMMI) award entitled “Optimizing the Medical Neighborhood: Transforming Care Coordination through the North Carolina Community Pharmacy Enhanced Services Network”. This project, awarded in September 2014, will test a pharmacy practice and payment reform model focused on transforming community pharmacy through the delivery of enhanced services and medication management to high-risk patients. Pharmacists will collaborate with an interdisciplinary group of providers within the CCNC networks to deliver care. The program integrates CareTriage™, a predictive analytics/logistics engine to stratify, target, and tailor care for patients and also tests a model of payment for clinical services provided by pharmacists. The three-year project aims to improve the quality of care delivered to patients and reduce total cost of care.

STRATEGIC INITIATIVE 3
RESEARCH AND TRAINING ENTERPRISE

STRATEGIC OBJECTIVE 3.1
Strategically position the School to be nationally and internationally regarded in core research areas

The continued success in sponsored research has kept the School among the top research-intensive schools of pharmacy in the nation, ranking second in total research funding (NIH plus other federal sources plus foundations/associations) and third in NIH funding; with total funding at $21,117,576 in 2014. The majority of funding comes from investigator-initiated research projects. The School is also strategically positioning itself as a national and international leader through the creation of new public-private partnerships.

Our research enterprise will expand significantly thanks to the historic gift from Dr. Fred Eshelman on December 3, 2014 leading to the establishment of the Eshelman Institute of Innovation. This Institute will provide unprecedented opportunities for School faculty, staff, and students to innovate and create potentially impactful research projects across the breadth of the mission of the school, including education, practice, science, and business, propelling the School to preeminence in pharmaceutical innovation and education.

The School continues to strategically recruit faculty to enhance our growing research enterprise. Dr. Kristy Ainslie and her lab focus on immune-targeted therapies for the development of vaccines and treatment of autoimmune and infectious diseases; Dr. Tom Urban, in pharmacogenomics; Dr. Daniel Gonzales, who specializes in pharmacokinetic and pharmacodynamics simulation and modeling; and Dr. Stacie Dusetzina, who was recruited as part of campus-wide Carolina Health Informatics Program, joined the School this year. In 2014, Dr. Albert Bowers (CBMC) was the recipient of a 2014 Beckman Young Investigator Award, a four-year award recognizing the nation’s most innovative young scientists and Dr. Shawn Hingtgen received 4D funding to gather preliminary data on a new platform that would support his technology advancing to a clinical trial.
Strategic Objective 3.2
Develop and identify funding mechanisms to prime and support high impact research programs

Still facing an uncertain funding climate, our faculty continue to seek underutilized sources of support for research. As described in strategic objective 3.6 below, faculty entrepreneurs are applying for Small Business Innovation Research (SBIR) and Small Business Technology Transfers (STTR) at a previously unseen rate. Three large scale, center- or program-level proposals were submitted to the NIH by members of the School faculty in the final quarter of 2014, including Roy Hawke and RTI collaborator Susan Sumner; Elena Batrakova; and Leaf Huang.

Dr. Alexander Kabanov submitted a postdoctoral T32 training grant in cancer nanotechnology. Preparations are underway to resubmit for renewal our School’s first T32 postdoctoral training grant, a collaboration between the School, Duke University, and the Hamner Institute for Drug Safety Sciences and the first ever to be housed in a school of pharmacy. Through our involvement with the Clinical and Translational Science Award (CTSA) grant, our faculty who needed assistance with large grant submissions have begun to utilize resources available through NC TraCS to support grant development.

While NC TraCS seed or proof-of-concept grants, with a match provided by the School, may not issue the largest dollar amounts, they have proven to be critical as early stage project development. In fact, NIH grant applications that were based on the preliminary data generated in these pilot projects saw a 400% return on investment from the original seed funding provided by institutional resources. This example underlies the strategic importance of seed grants for the successful development of larger projects.

Strategic 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 the defined research area

In 2014, the Center for Integrative Chemical Biology and Drug Discovery (CICBDD) received a $3M private gift from Dr. Eshelman to continue its mission as an academic drug discovery hub. The Center for Nanotechnology in Drug Delivery (CNDD) established two new core research facilities, in Nanocharacterization and Nanoformulation, aiming to provide high-level services researchers at the School, University, and in the region. The recently restructured Center for Pharmacogenomics and Individualized Pharmacotherapy (CIPIT) focused on defining an actionable genome concept to translate into clinic the known genotype dependency of drug pharmaceutical activity and side effects. The newly formed Center for Medication Optimization through Practice and Policy (CMOPP) began to build infrastructure to promote research in outcomes and health care delivery transformation, areas of growing importance and funding opportunities from the Centers for Medicare and Medicaid Innovation (CMMI), Agency for Healthcare Research and Quality (AHRQ), and Patient-Centered Outcomes Research Institute (PCORI).

Strategic 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

Newsworthy research efforts included:

- Dmitri Kireev, PhD, led a team of researchers that developed an algorithm that increased the success rate of drug-compound screening against targets;
- Stacy Bailey, PhD, MPH, and Gang Fang, PharmD, PhD, received a $1.6M grant to estimate and map the health literacy of neighborhoods across America;
- Betsy Sleath received $1.9M in PCORI funding to work with teens, doctors, and parents to improve communication when it comes to teen asthma. Sleath also served as principal investigator on a study that demonstrated pediatricians do not discuss ADHD thoroughly enough with patients and their families;
- Andrew Roberts, PharmD, Ginny Crisp, PharmD, Joel Farley, PhD, Andrew Roberts, PharmD, and Mary Roth McClurg, PharmD, MHS, authored a study with other researchers that provided evidence that there is little
difference in prescription adherence between insured patients and those that were provided medication through UNC Health Care Pharmacy Assistance Program;

- Kim Brouwer, PharmD, PhD, and Paul Watkins, MD, lead a team of researchers that used a liver-function model to solve mystery of why 63 patients died while taking the diabetes drug troglitazone;
- Federico Innocenti, MD, PhD, received a $275K NCI grant to study the role a cancer patient's genetic makeup plays in the effectiveness of angiogenesis inhibitors;
- Joel Farley, PhD, received a 400K grant from the Agency for Healthcare Research and Quality to study the continuity of medication management in Medicaid;
- Jamie Cavanaugh, PharmD, led a study in a UNC Hospitals clinic that found that a program for patients that have recently been discharged from the hospital reduced readmission rates within thirty days by 65 percent;
- Angela Kashuba, PharmD, received a $4.4M NIH grant to study drug penetration in the tissues where the HIV virus lingers;
- Jian Liu, PhD, collaborated with researchers from Rensselaer Polytechnic Institute to create a synthetic form of low-molecular-weight heparin;
- Bill Janzen and Miriam Braunstein, PhD, from the School of Medicine received a $417K NIH grant for tuberculosis research;
- Gang Fang, PharmD, MS, PhD, led a study that found there are significant race and gender gaps regarding elderly heart-attack survivor adherence.
- Joel Farley, PhD, Stefanie Ferreri, PharmD, and Mary Roth McClurg, PharmD, MHS were awarded a $1.4M subcontract from a Center for Medicaid and Medicare Innovation (CMMI) award to Community Care of North Carolina entitled “Optimizing the Medical Neighborhood: Transforming Care Coordination through the North Carolina Community Pharmacy Enhanced Services Network”.

Faculty honors and recognition:

- Pete Koval, PharmD, was appointed to serve a three-year term on the Board of Pharmacy Specialties board of Directors;
- Paul Watkins, MD, was the recipient of the 2015 Rawls-Palmer Progress in Medicine Award from the Australian Institute of Certified Practising Trainers AICPT for his contributions to the field of clinical pharmacology;
- Adam Persky, PhD, was named an associate editor of The American Journal of Pharmaceutical Education;
- Jo Ellen Rodgers, PharmD, was appointed to the Guideline Committee of the Heart Failure Society of America;
- Sasha Kabanov, PhD, DrSci, and Elena Batrakova, PhD were among eighteen UNC professors to be included in Thomson Reuter’s 2014 Highly Cited Researchers list;
- Angela Kashuba was the first representative of pharmacy or pharmaceutical sciences to be named to the NIH Advisory Committee on Research on Women’s Health;
- Dean Blouin was elected to chair AACP’s Dean’s Council;
- Susan Blalock, MPH, PhD was appointed to the FDA Risk Communications Committee;
- Betsy Sleath, PhD was appointed director of the Program for Child Health Services at the Sheps Center;
- Joel Farley, PhD was selected as an APhA Fellow.

STRATEGIC OBJECTIVE 3.5
Strengthen or establish research partnerships with universities, federal agencies, and the industry

Dr. Stephen Frye and his CICBDD have continued their engagement with the Academic Drug Discovery Consortium (ADDC) that Frye co-founded in 2012. ADDC currently comprises 119 Centers and more than 1,200 members with the goal of building “a collaborative network among the growing number of university-led drug discovery centers and program”.

In addition to continuing relationships, such as those with Duke and the Hamner Institute established by the T32 clinical pharmacology training program, the School established new research partnership with a local group of scientists affiliated with Applied Research Associates to develop the Biogears project focused on the development of
new open source software to simulate the effect of drugs used to treating head and neck injuries. In October 2014, the School, Community Care of North Carolina (CCNC), and GlaxoSmithKline formalized a strategic partnership between the three organizations. The vision of the partnership is to drive the definition and delivery of “value” in pharmaceuticals, pharmacy practice, and patient-centered care delivery for system-wide benefit. The School’s efforts to engage with global partners are included under Strategic Initiative 4.

**STRATEGIC OBJECTIVE 3.6**

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

The Office of Entrepreneurial Development and Global Engagement (EDGE) works with faculty, staff, and students to ensure that any discovery with the potential to impact healthcare outcomes is supported with the resources necessary to do so. Importantly, the School welcomed Kay Wagoner, PhD, as newly appointed Executive Entrepreneur in Residence. With her doctorate in physiology and experience over two decades in pharmaceutical and biotechnology research and development, the founder and CEO of Icagen, a company that was acquired by Pfizer, she serves as a mentor to several of the School’s faculty entrepreneurs and advises associate dean Dhiren Thakker, PhD on overarching strategies to enhance entrepreneurial culture in the School.

With the assistance of Wayne Pittman, MS Pharm, the associate dean for facilities planning and resource analysis, EDGE developed a proposal to upgrade the existing micro-incubator space in Beard Hall and create a more sustainable space in Kerr Hall. The Executive Committee approved the proposal and a 1,200 square foot pre-incubator space has been created in Kerr Hall. Qualiber (founder Leaf Huang, PhD) has leased space in this facility to conduct their work funded by Phase II SBIR. Meryx (founders Stephen Frye, PhD, and Shelley Earp, MD) has requested space in the facility.

Dr. Tim Bradshaw, PhD, started as the CEO of NeuroNano Pharma (NNP) (Founder Dr. Alexander Kabanovi) in November 2014. Drs. Thakker and Wagoner played a pivotal role in identifying the CEO for NNP. Qualiber CEO, Anil Goyal, PhD, CLP, left the company in 2014, but remains on the Board of Qualiber. Dr. Thakker is assisting in the search for a new CEO.

Qualiber was awarded Phase II SBIR in 2013, but received the funding in 2014. In 2014, Qualiber also became the first spin-off of the School to receive a second phase I SBIR. This grant enables Qualiber to expand its technology platform. Meryx and Capture (founder Dr. Mike Jay) each applied for direct phase II SBIR funding; Glycan (founder Dr. Jian Liu) applied for a second phase I SBIR grant; NNP applied for three STTR grants; Initos Pharma (founders Drs. Rudy Juliano and Bill JANZEN) applied for an STTR.

Dr. Shawn Hingtgen, Dr. Kabanov, and Dr. Liu received 4D awards to enhance technology development by testing efficacy and safety. Dr. Stephen Eckel, PharmD, MHA received NCTraCS 2K award to evaluate a device designed to improve accuracy of cancer chemotherapy dosing.

In 2014, the School’s faculty filed 10 inventions disclosure and 12 provisional patents; two patents were issued.

**STRATEGIC 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*

The efforts of faculty, staff, students, and alumni this year resulted in an explosion of new initiatives to support the highest-quality education and training opportunities for our graduate students and postdoctoral researchers. Some initiatives, such as the implementation of required career planning documents and annual reviews for postdocs, were undertaken in response to campus mandates; others, such as the formation of a committee chaired by Angela Kashuba to serve as independent reviewers to the General Services Administration (GSA) guidance document drafts, were in response to internal infrastructure needs; still others, such as the Alumni Connections Forum and
alumni mentoring program, and the Student Advisory Team, resulted from Dr. Roy Hawke, Aaron Todd, and a handful of student and alumni collaborating to meet the professional development and support needs of our graduate students and postdocs.

An article titled “How we transitioned to a comprehensive professional and graduate student affairs office,” authored by Dr. Wendy Cox, Brad Wingo, and Aaron Todd, was released online in advance of its publication in a 2015 issue of Medical Teacher. The Office of Student Affairs (OSA) continues to provide outstanding support to all students, create innovative ways to provide the students with the professional development they request, and highlight campus and regional resources to students in an effort to further enhance and supplement the efforts being made in-house.

In 2014, our graduate students were highly decorated. Awards included Eshelman Fellowships (5), AFPE Pre-Doctoral Fellowships in the Clinical Pharmaceutical Sciences (4), Ferguson Fellowship (1), Royster Society of Fellows (2), Graduate Student Transportation Grants (2), GPEN Travel Awards (2, plus 2 School-sponsored), Rho Chi AFPE First Year Graduate School Fellowship (1), PhARMA Pre Doctoral Fellowship (1), ACS Medicinal Chemistry Pre-Doctoral Fellowship (1), ACS BIOL Division Travel Award (1), Eunice Kennedy Shriver National Institute of Child Health & Human Development K23 (1) and F31 (1), AHRQ Dissertation Grant R36 (1). Two of the School’s international graduate students were honored to be included in the total seven UNC nominees for the Howard Hughes Medical Institute (HHMI) International Student Research Fellowship.

The School’s American Association of Pharmaceutical Sciences (AAPS) student chapter was revitalized, bringing the national organization’s initiatives to a local scale. They are currently working on organizing an open house as a recruitment tool for prospective students to showcase the breadth of pharmaceutical science happening at the School.

STRATEGIC OBJECTIVE 3.8
Increase the visibility of the School via organization and sponsorship of research and educational events

In 2014, UNC-Chapel Hill was selected as the site of the international Nanomedicine and Drug Delivery Symposium, a key annual event for nanotechnology in drug delivery researchers. Hosted by the Center for Nanotechnology in Drug Delivery and symposium chairs Dr. Alexander Kabanov and Dr. Kam Leong, a biomedical engineering professor and researcher at Duke, the three-day symposium brought more than 200 participants from all over the world, featured presentations by 25 experts in the field and a poster session with selected oral presentations.

Chapel Hill PharmSci revamped and revitalized the event formerly known as the Chapel Hill Drug Conference. Thanks to the diligent efforts of conference committee members and MOPH as the hosting division, the event was supported by $10,000 in sponsorship from Novartis and $5,000 from the Carolina Center of Cancer Nanotechnology Excellence (CCNE). For the first time, the event offered live streaming of the entire conference, providing an affordable option for students at other academic institutions who could not attend. A focused effort is underway by the Office of Student Affairs and the Office of Research and Graduate Education to increase the presence of alumni at the October 15, 2015 PharmSci Symposium. Along with the panel session comprised of alumni who have gone on to careers in industry or academia, PharmSci provides an annual opportunity for former and current graduate students to connect.

EDGE partnered with the School of Medicine and the UNC Office for Corporate and Foundation Relations to raise the profile of our faculty companies and meet with potential partners at the annual at Biology Industry Organization (BIO) International Convention.
STRATEGIC INITIATIVE 4
GLOBAL ENGAGEMENT

STRATEGIC OBJECTIVE 4.1
Expand the School’s education, research, and practice mission globally

In 2014, the School made significant progress toward the goals set for Strategic Initiative 4, Global Engagement. The Office of Entrepreneurship Development and Global Engagement (EDGE), and specifically the global engagement fellow, Dr. David Steeb, played a pivotal role in assisting School faculty, students, and leadership to advance our ambitious goals in the global arena.

The School has an aspirational goal to provide opportunity for at least one international experiential education/service learning experience to the PharmD students who wish to have such an experience. It is anticipated that this will entail making an international site available to more than 50% of the PharmD students in each class. This program is named Global Pharmacy Scholars Program (GPS). The pilot for the program will be launched in 2015-16. Four experiential education sites were identified during 2014, where 18 PharmD students will visit for a period of one month, with faculty members accompanying them at two of the four sites.

In addition to sending our students out into the world, the School is exploring the possibility of bringing students from other countries into UNC to help transform the profession of pharmacy in their home countries. The School is collaborating with the Global Education Institute, a UNC approved organization, to identify and select ideal PharmD candidates from China. In January 2015, the School will visit Oman to explore and evaluate a proposal from the Oman Ministry of Health to send Oman pharmacists to UNC for PharmD, PhD, and residency training in order to prepare them as faculty members for the University of Oman.

EDGE has begun to build a global infrastructure to support strategic global initiatives. A committee of faculty and students, HELPRx, provides advice and feedback on global initiatives that are being considered. A part of the infrastructure also includes sustaining the global engagement fellowship; hence a formal fellowship program has been announced, and the next Global Engagement Fellow is being nationally recruited at the ASHP Midyear Clinical Meeting. More than 25 candidates from across the country have requested an interview and several international applicants have inquired about this opportunity.

STRATEGIC OBJECTIVE 4.2
Initiate and participate in global health-care initiatives in partnership with UNC health science schools and other health-care institution.

The School has engaged in significant discussions with two pharmacy/pharmaceutical sciences institutions on developing a strategic partnership that will positively impact education, research, and pharmacy practice globally by developing innovative solutions to major challenges in the developed and underserved countries.

The School partnered with the Institute for Global Health and Infectious Disease (IGHID) to develop a global health experiential education site for PY4 PharmD students in Malawi that is integrated with the UNC Project-Malawi. A pilot was launched in June 2014 in which two students and two faculty members participated. The success of the pilot has enabled the School to expand the program to include 6 students and 2 faculty members and offer it during June-August of 2015.

The School continued discussions with the Nicolae Testemitanu State University of Medicine and Pharmacy (SUMP) in Chisinau, Moldova to establish a relationship that would benefit from the long-standing partnership between the State of North Carolina (National Guard) and Moldova. A School delegation (Drs. David Steeb, Pam Joyner, Dhiren Thakker) visited SUMP in April 2014 to determine specific areas for the potential collaboration, including the enhancement of clinical pharmacy education at SUMP, mutual exchange of student-faculty visits to explore and pursue research collaboration opportunities, and assess the feasibility of setting up experiential
education sites in Chisinau for PY4 PharmD students. The School hosted the Ambassador of Moldova to the US in collaboration with other UNC health affairs schools in November 2014, and the Ambassador strongly endorsed the emerging relationship between SUMP and the School.

This year, the School became an academic institutional member of the International Pharmaceutical Foundation (FIP) and plans to send a delegation to the 2015 FIP World Congress in Dusseldorf, Germany along with delegations from University College London (UCL) and Monash University. In addition, the School anticipates the creation of novel alliance with UCL and Monash University in 2015.

STRATEGIC INITIATIVE 5
INSTITUTIONAL ENVIRONMENT AND BUSINESS OPERATIONS

STRATEGIC OBJECTIVE 5.1
Deliver improved team-based operational practices and financial performance

In May 2014, the Office of the Executive Associate Dean for Administration and Chief Financial Officer piloted a new contract management system in Infoporte to replace AgreementTrack. The School, in conjunction with the School of Medicine, developed the design and functionality of this new system to better meet the contract management and reporting needs of the School. The business office will develop a policy and workflow for the new system prior to implementation School-wide. All contracts and service agreements signed by the Dean’s Office have been entered into Infoporte. This process will be expanded to include all five academic divisions, four research centers, and twelve administrative units’ contracts in an effort to evaluate the School’s current service contracts and reduce overall costs by 20 percent. The Office will evaluate the contracts looking for opportunities to capitalize on vendor agreements and consolidation of agreements.

The 2013 Business Cluster Survey was administered in December 2013 with results compiled in January 2014. Eighty-four percent of respondents Agree or Strongly Agree that Infoporte meets their needs, resulting in a 30 percent increase from 2012; 74 percent of respondents Agree or Strongly Agree that Infoporte is a simple and efficient way for processing workflows; and 83 percent of respondents Agree or Strongly Agree that Infoporte offers a simplified way to access information. Currently, the highest percentage of users at the School are utilizing Infoporte for room reservation/equipment requests, access to accounting information, and the faculty dashboard. Based upon data from the 2013 Business Cluster Survey, representatives from the Finance, Administration, and Operations team will provide one-on-one training with each faculty member within the School. The 2014 Business Cluster Survey will be administered in early 2015.

For the 2013 calendar year, the Finance, Administration and Operations team exceeded the key performance indicator in which at least 80 percent of faculty and staff perceive the operational efficiencies of the School to be effective. The survey results indicated that 94 percent of respondents Agree or Strongly Agree that the Business Cluster staff exhibits a “we are here to help” attitude. On average, 84 percent of respondents answered Agree or Strongly Agree to each of the questions included in the Business Cluster overall portion of the survey including questions relating to a timeliness and accuracy of responses, service oriented approach, backup support in the event of staff turnover, increased transparency, and efficient communications.

STRATEGIC OBJECTIVE 5.2
Provide a world-class environment for the School to achieve its goals

Marsico Hall, the newest building addition to the School, was completed in Spring 2014. Twenty-four tenured/tenure-track faculty members along with thirty-one research faculty have moved into the building throughout the second, third and fourth floors. The division offices for Molecular Pharmaceutics (MOPH) and Chemical Biology and Medicinal Chemistry (CBMC) have also been relocated to Marsico Hall.

The Dean appointed a Renovation Planning Committee composed of faculty, staff and students in September 2014 to reexamine earlier renovation plans for the second and third floors of Beard Hall in the context of the School's
curriculum transformation efforts and additional priorities that have evolved since the original committee’s inception. Renovation plans will continue to emphasize flexible spaces for learning and teaching, dry research laboratories, and faculty, staff, and graduate student office and workspaces.

As part of the University-wide Capital Campaign, the School identified its goals and priorities in order to establish a total campaign goal. Twenty-five percent ($15M of the total $62M) of the campaign is earmarked to reengineer and renovate Beard and Kerr Halls to create a highly interactive environment for enhanced faculty-student engagement and student learning consistent with the vision of the Educational Renaissance initiative. The silent phase of the University Campaign will begin in early 2015. On December 3, 2014 the School received a gift of $100M from Dr. Fred Eshelman to establish the Eshelman Institute for Innovation. Space considerations to house the Institute are being evaluated.

Renovation of spaces in Karpen and Zeis Halls on the UNC Asheville are nearly finished, with the refurnishing of the faculty conference room slated to be complete in early 2015. The final class size and number of Asheville-based faculty will help to determine the space needs in the future. Currently, the need for the combination of two adjacent classroom spaces, larger student commons spaces, and additional office spaces are being evaluated.

Currently, Chris Allen, Director of Facilities maintains the facilities of Kerr, Beard, Genetic Medicine Building and the new Marsico Hall to the Eshelman School of Pharmacy standards. These updates are communicated on a weekly basis during the Finance, Administration, and Operations (FAO) meeting.

STRATEGIC INITIATIVE 6
OUR PEOPLE

STRATEGIC OBJECTIVE 6.1
Develop leading practices and build on existing excellence in the recruitment and development of outstanding faculty

Over the past year, the School’s Office of Human Resources established a mechanism for collecting data to ensure that the School meets its goals to develop leading practices and build on existing excellence in the recruitment and development of outstanding faculty. During 2014, tenure track faculty received tenure with a success rate of 100 percent; fixed-term faculty were reappointed with an appointment length for at least as long as their prior appointment at a rate of 100 percent; and the School retained 96 percent of high performing faculty.

The Office of Human Resources will work with the Office of Strategic Planning and Assessment (OSPA) to identify and develop the appropriate survey mechanism to assess faculty satisfaction with the hiring, recruitment, and orientation process.

The OSPA administered the 2013 Faculty Activity Report and 2014 Career Planning Document via Infoporte for the second consecutive year. The career-planning document was incorporated into the annual faculty activity reporting process to facilitate an in-person meeting and provide the chair with the opportunity to address faculty development needs and set goals for the following year. Infoporte will again serve as the storage center for the completed career planning documents, therefore documenting both current and historical plans. The 2013 summary report of faculty activity reporting is available on the School’s website, with data collection ongoing for 2014.

STRATEGIC OBJECTIVE 6.2
Identify faculty with the interest and talent to advance to leadership positions in the School

The School continually evaluates its organizational structure in order to identify opportunities for succession planning and career development for faculty. Several faculty have assumed new leadership roles within the School over the past year.

Junior faculty in an intensive scholarship track are offered the opportunity to join the Bill and Karen Campbell
Faculty Mentoring Program. The goals of this program are: 1) to assist in the recruitment of junior faculty, 2) help new faculty reach their full potential, 3) assist in the retention of new faculty, 4) receive mentorship from the School’s talented senior faculty, and 5) engage mentors from outside the School and academia. In addition, the Campbell Mentoring Program faculty have the opportunity to participate in the CTSA KL2 Award offered through NC TraCS Institute. In 2014, fourteen junior faculty members participated in the program.

The School is committed to financial and mentoring support of accepted applicants into the AACP Academic Leadership Fellows Program (ALFP) to develop faculty in administrative positions as promising leaders who will be prepared to make significant contributions to the School. ALFP is a yearlong experience with four intensive sessions in residence spread throughout the year supported by an ongoing informal program of mentoring and introduction to leadership roles. Drs. Pam Joyner, Wendy Cox, Adam Persky, Phil Rodgers, and Stefanie Ferreri are alumni of this program. Dr. Joel Farley, associate professor in the Division of Pharmaceutical Outcomes and Policy is currently enrolled in this program. This program requires substantial financial support from the School. In addition, Drs. Joel Farley and Scott Singleton are participating in a University-sponsored faculty development program for aspiring leaders entitled Faculty Learning Community on Strategy and Leadership.

STRATEGIC OBJECTIVE 6.3
Develop leading practices and build on existing excellence in the recruitment and development of outstanding staff

In September 2014, the School’s Office of Human Resources implemented a formal 270/360-degree tool for staff utilizing the learning management system Avatar. The purpose of the 270/360-degree evaluation is to seek feedback from a variety of constituents including direct reports, peers, supervisors, and customers in order to identify opportunities for training and professional development for the staff member. Once data was collected, reviewed, and analyzed by the Office of Human Resources, the School’s development specialist met with each staff member’s supervisor to discuss the results and establish a development plan for the employee. This process will be conducted once every two years.

The School formally launched the career training and development programs in January 2012 for all faculty and staff in collaboration with the Training & Talent Development Office of Human Resources (OHR), as well as external vendors when appropriate. To date, a total of 55 employees (50 SPA; 5 EPA-NF) have utilized the Avatar system to register and keep track of their training. SPA Staff are required to complete one Training and Development Learning Module in a given 18-month period. The learning module and tracks (Fundamental Courses vs. Advanced Courses) are determined together by the supervisor and employee. The four learning modules offered include Communication Skills, Leadership, Project Management, and Supervision/Management. Each respective track within the module requires the completion of approximately four classes. In addition, the School has organized a variety of structured learning experiences open to all faculty and staff through monthly “Lunch and Learns”. Progress is reviewed during the staff’s annual review process each May.

STRATEGIC OBJECTIVE 6.4
Create a compensation assessment program for faculty and staff that uses marketplace benchmarks as a comparison

The UNC Eshelman School of Pharmacy Pay Philosophy Hiring of Staff/Salary Adjustments for SPA Staff/Position Reclassifications, effective March 1, 2013, highlights the School’s commitment to compensating employees in career-banded positions at levels sufficient to encourage excellent performance and to maintain the labor market competitiveness necessary to recruit, retain and develop a strong workforce.
STRATEGIC OBJECTIVE 6.5
Foster and maintain a work and learning environment that is inclusive, welcoming and supportive, and free from discrimination

The School continues to foster an environment of inclusivity among faculty and staff through frequent communication, regular faculty and staff meetings, and other forums to promote the exchange of information, sharing of ideas, and solicitation of feedback and input into important School matters.

STRATEGIC OBJECTIVE 6.6
Remain engaged with alumni in both the professional and graduate programs

The Office of Advancement continually assesses its alumni and donor database, hosted by the UNC General Alumni Association and University Development. In total, 8,272 pharmacy alumni are listed in the database. Of that total, 75 percent of alumni have correct contact information. The Office continues to solicit correct contact information in all appeals sent via mail, email, and social media. In addition, the North Carolina Board of Pharmacy’s list of registered pharmacists is used to update the alumni database. The Office of Advancement planned to increase donor contacts to at least 15,600 per fiscal year and actually reached 18,805. We also increased attendance at events to 300 individuals per fiscal year (up from 200), and engaged 25 percent of alumni as donors to the School per fiscal year.

The alumni database allows the Office to label constituents with identifiable information, including scholarships received, funds stewarded, and board members, and will eventually allow the office to input fellows and residents of the School. The Office adds this information on a recurring basis to allow for appropriate segmenting of events and mailings.

The Office of Advancement continued to sponsor the Alumni Outreach Committee (AOC) Networking Dinner for alumni and current students of the School’s graduate divisions, hosted two continuing education classes to attract PharmD alumni back to the School, and sponsored an event in Pinehurst for alumni.

The Office of Strategic Planning and Assessment (OSPA) coordinates the administration of the School’s AACP Alumni Survey. AACP recommends administration of the Alumni Survey at least every three to four years to allow two distinct data points per self-study; and, to survey all alumni, or an appropriate representative sample, ideally no more than three years post-graduation but no more than five years. The AACP Alumni Survey was last administered in 2011, and will be administered again in 2015.

STRATEGIC OBJECTIVE 6.7
Advance the School’s efforts in fostering a culture of diversity and inclusiveness through the development, evaluation, and dissemination of best practices

The School defines diversity and inclusion as a diversity of views, gender, races, ethnic backgrounds, and experiences of its students, faculty and staff that is vital to allow the School to execute its mission to develop leaders who have a positive impact on human health worldwide. A primary mission of the Office of Innovative Leadership and Diversity is to recruit, retain, and develop the next generation of pharmacy leaders. The Office envisions a school that reflects, in all its dimensions, the population it serves. A combination of performance, engagement, and presentation metrics have been utilized to assess diversity.

Over a seven-year period, 90 percent (563/623) of students who attended one or more programs and/or received mentoring and coaching from the Office of Innovative Leadership and Diversity and applied to the Professional Program were admitted, producing a yield of 45 percent (563/1241) of the student body. Sixty percent of the School’s underrepresented talent in the Professional Program participated in one or more programs offered within the Office prior to admission.
In 2014, one grant was received; two courses were developed; one manuscript was published; four abstracts were submitted; two abstracts were accepted for presentation at the 2014 AACP Annual Meeting, and four high impact programmatic initiatives were sustained: Leadership Excellence And Development, Mentoring Future Leaders In Pharmacy, Leadership Academy, and Undergraduate Students for Diversity In Pharmacy.

STRATEGIC INITIATIVE 7
STRATEGIC PLANNING, ASSESSMENT, AND QUALITY IMPROVEMENT

STRATEGIC OBJECTIVE 7.1
Strategically position the School to achieve its bold vision and aspirational goals

The School has continued to strategically position itself to achieve its bold vision and aspirational goals, in part by following the process for monitoring and reporting the strategic plan described in the 2013 Strategic Plan Annual Report and published on the Office of Strategic Planning and Assessment (OSPA) website. Using a dynamic and ongoing process of continuous assessment and planning has empowered the School to refine the strategic plan over time and ensure that it remains contemporary, forward thinking, and aspirational.

In May 2014, the strategic plan was brought forward to faculty for review and affirmation. Proposed changes to Key Performance Indicators (KPIs) were presented for endorsement and, as a result of faculty-endorsed amendments to the strategic plan, the 2012-2017 Strategic Plan (May 2014 revised version) was adopted. The revised plan was published on the School's website, widely disseminated throughout the School community, and shared with key stakeholders. In addition, the Strategic Plan Roadmap Reports were presented to the Dean’s Executive Committee for review and discussion in the spring and fall of 2014. These reports were compiled by strategic initiative Team Captains, who highlighted notable achievements and needs for each KPI along with a color-coded dashboard of progress-to-date. During the past year, the number of KPIs warranting review has dropped from 12% to 8%, the number of KPIs with no progress has dropped from 21% to 9%, and the number of KPIs with some progress, considerable progress, or achieved has risen from 65% to 83%.

A Development Plan was created and shared with the Executive Committee and key stakeholders in 2013 and translated into Goals and Priorities in 2014. This document is guiding the School’s Capital Campaign as well as development of a case statement in support of the upcoming Campaign.

STRATEGIC OBJECTIVE 7.2
Foster a culture of assessment and continuous quality improvement

The School continues to make important strides toward fostering a culture of assessment and continuous quality improvement. The assessment process employed throughout the School continues to be refined to ensure that data are collected, analyzed, shared with key constituents, and used to inform continuous quality improvement. This year, OSPA conducted presentations across the school regarding survey development, best practices in assessment, and the use of data for quality improvement and decision-making.

In 2014, the OSPA expanded its website to include additional data, summary reports, and updates about strategic planning, assessment, and continuous quality improvement efforts at the School. The OSPA’s online electronic factbook (efactbook), which can be found on the School’s website, now contains more the 25 pages of historical and contemporary data about the School’s personnel, operations, funding, growth, and impact. Updates to the factbook provide new data about the School’s PharmD students, graduate students, faculty and staff, research and fiscal indicators, alumni, and peer institutions. OSPA was invited to present its electronic factbook and other online data resources this year to DPOP and PACE faculty meetings, the Office of Advancement, and the Dean’s Executive Committee.

The OSPA also published the School’s first School Surveys Overview annual report this year. For calendar year 2014, the office received 21 Survey Requests. Of those, 19 were administered and two were postponed for further
refinement and review prior to administration. OSPA also wrote and published a Survey Development Manual for use within and beyond the School. In May 2014, the office led a UNC Eshelman School of Pharmacy lunch & learning series about the School’s survey policy & procedures and best practices for developing surveys and, in July 2014, facilitated a working session with the Office of Student Affairs about best practices in assessment and planning.

Additional summary reports highlighting the School’s use of data for quality improvement were regularly shared with School administration, faculty, staff, students, and other stakeholders, including the Strategic Plan Annual Report, AACP Graduating Student Survey and Faculty Survey Peer Comparison Reports, Faculty Activity Report Annual Summary Report, and Student Course Evaluations Semester and Annual Summary Reports. In addition, OSPA published and distributed the second edition of its annual newsletter, Beyond the Benchmark, which provided an overview of activities within the office, highlighted accomplishments over the past year, and shared useful information and resources with faculty, staff, and students.

The OSPA continued to facilitate the course evaluation process for all required and elective course offerings in the School at both the professional and graduate levels. The OSPA reviewed all course evaluation results, identified courses and instructors “warranting further review” or “worthy of recognition,” and shared semester and annual summary reports with the School. From fall 2013-spring 2014, 76 courses were evaluated, 8 of which warranted further review, and 18 of which were worthy of recognition. Of the 257 instructors evaluated, 3 warranted further review, and 96 were worthy of recognition. Leadership at the level of the professional and graduate programs worked with course directors and instructors to develop action plans for improvement.

The School aspires to be nationally recognized as a model institution for developing best practices in assessment. In November 2014, the OSPA submitted a manuscript on its approach to using student course evaluation results to improve course and instructor effectiveness for publication in Assessment Update. The OSPA also submitted two proposals (“Faculty Activity Reporting: Meeting the Needs of Multiple Stakeholders” and “Using Shared Governance to Promote Progress Towards a Strategic Plan”) for presentation at the 2015 Association for Institutional Research (AIR) Forum. Newly appointed Director of OSPA, Dr. Jacqui McLaughlin, also co-authored a Center for the Advancement of Pharmaceutical Education (CAPE) paper with the Assessment Special Interest Group describing best practices in assessment.

The importance of continuous assessment, evaluation, and refinement of processes and practices as a means of continuous quality improvement is a common thread that runs throughout all that we do, as evidenced by the accomplishments highlighted throughout this annual report.