



Strategic Plan 2.0 2018-2020



UNC

ESHELMAN SCHOOL
OF PHARMACY

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Preamble

The UNC Eshelman School of Pharmacy has had unprecedented success and growth over the past fifteen years. We have achieved major milestones and have realized impact that has far surpassed many of our short-term goals and aspirations. The generous gift from Dr. Fred Eshelman in 2014 to launch the Eshelman Institute for Innovation has ignited a spirit of innovation within the School with significant opportunities to develop and inspire faculty, staff, and students to cultivate novel and impactful ideas in education, research, and healthcare and accelerate the translation of innovative solutions into society.

Despite this success, we remain relentless in our pursuit of excellence to bring about change that positively impacts the lives of people and improves human health worldwide. The creation of our 2012–2017 Strategic Plan was an important achievement, and implementation and successful execution of it required significant effort. It continues to serve us well. This Strategic Plan 2.0 stems from the success of the School's 2012–2017 Strategic Plan and articulates our highest aspirational goals in realizing our shared vision. This plan, designed to be a two-year plan, ensures that we continue to move forward strategically and thoughtfully as a School community, as the School's new Dean prepares to lead us into 2020 and beyond. The investments that we must make in shaping and defining our future are clear. We must invest in the health and vitality of our organization and the wellbeing and resiliency of our people; continued transformation and innovation in our educational programs; advancement of the practice of pharmacy and improved patient outcomes; continued growth, innovation, and translation within our research enterprise; and cultivation of authentic and strong partnerships locally, nationally, and globally.

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The Strategic Plan opens with our vision and mission, our purpose, and our core values. Our core values define who we are and what we believe in -- they represent the heart of our people and our School. The Plan is framed around the same seven strategic initiatives that shaped our 2012-2017 plan. Each strategic initiative guides the School's future planning efforts and outlines our aspirations. Each initiative is framed by an environmental scan, which provides a contextual framework for the initiative. Strategic objectives provide direction, with key actions to guide our efforts and measure our progress. 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 close alignment with the University's BluePrint for Next and a commitment to work more closely with other Schools and Departments on campus to realize our full potential and impact as a University.

Our strategic planning process includes a plan for monitoring progress of the strategic plan, with reporting on a biannual basis and creation of an annual report. The process requires us to be agile, opportunistic, responsive, and adaptable to internal and external factors that will continue to impact our environment and, inevitably, allow us to both foster and navigate change.

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 a premier academic institution at the forefront of discovery and innovation in education, practice, and pharmaceutical sciences research positively impacting human health worldwide

Our MISSION

To develop leaders and innovators in pharmacy education, pharmacy practice, and pharmaceutical sciences

Our PURPOSE

To help people live longer, healthier lives

Our CORE VALUES

- We are committed to *excellence* in all that we do.
- We will inspire a culture of *innovation* where bold ideas and creative solutions accelerate change in education, research and health care.
- We seek and value *collaboration* in all aspects of our work – the education and training of our students; the provision of patient care; and the scientific discovery and generation of new knowledge.
- We treat each other with *respect and kindness*.
- We embrace *diversity and inclusion of thought, backgrounds, and experiences* and the richness this brings to our School community.
- We foster *professional growth* for students, staff, and faculty.
- We are *dedicated* to those we serve: students, patients, society.
- We uphold the values of *integrity, trust, honesty, and accountability* in our actions as individuals and as an institution.

Strategic Initiative 1

Educational Renaissance

Prepare future leaders who will transform healthcare and make a positive difference in people's lives

Environmental Scan

The School prides itself on its faculty who are leaders and innovators in teaching, clinical practice, and research and on its students who are recruited from among the best and brightest applicants to our programs. To position our students to reach their full potential as practitioners, scientists, teachers, and leaders; provide them with a competitive advantage in meeting the needs of society; and strategically position the School as a model institution for educational innovation and excellence, we remain dedicated to transforming our professional and graduate programs. We are committed to implementing innovative and evidence-based, teaching strategies and to immersing our professional students in inter-professional, team-based patient care and our graduate students in research settings, whereby they are applying what they are learning in real-world contexts. It is imperative that we continually challenge ourselves to anticipate the emerging needs of the health care ecosystem, the pharmaceutical industry, and society so that we are positioning our professional and graduate students for success.

We must be vigilant and attentive to the challenges and opportunities facing higher education today and in the future, including the rising costs of education; the demand for accelerated and differentiated learning; the continued emergence of new technologies; the growing need for workforce development and opportunities that enable lifelong learning; and the changes ongoing in healthcare and the pharmaceutical industry, which are, and will, inevitably disrupt our traditional ways of working. We must embrace and respect the talents and unique attributes and contributions that define the generation of students entering our educational programs.

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Our commitment to improving student learning is driven by the need to not only enlighten, but empower students; to provide for them a path toward differentiation; to develop them not only as exemplary pharmacy practitioners and pharmaceutical scientists, but critical thinkers, team players, and problems solvers; innovators; and adaptable leaders who are well positioned to lead change and make a positive impact. We are committed to utilizing an outcomes-driven approach, whereby student learning and performance is assessed and advanced over time and to providing our faculty, preceptors and educators with the tools and training needed to be successful.

Objective 1.1

Pursue continued transformation and innovation in the professional program

- Determine and implement strategies for enhancing recruitment, in general, as well as recruitment of a diverse and high-quality student body
- Evaluate and articulate core competencies and standards for the professional program and a process for operationalizing the competencies throughout the curriculum
- Develop and articulate a comprehensive approach to ensuring effective communication with students, preceptors, key stakeholders, and all faculty
- Continually identify and showcase high quality experiential sites and develop those experiential sites where improvement may be needed
- Develop and implement new strategies and programs to increase opportunities for interprofessional education and practice throughout the four-year curriculum
- Explore the role and impact of the Eshelman Institute for Innovation on professional students, and develop strategies to foster a culture of innovation among our professional students
- Institutionalize a process of continuous quality improvement to ensure that the curriculum is delivered at the highest quality whereby changes are implemented or de-implemented, as needed
- Conduct a comprehensive assessment and on-going monitoring of resource needs and resource utilization so that the curriculum is continuously improved and implemented efficiently and effectively

Objective 1.2

Transform learning and the curriculum of the graduate program

- Critically assess the changing landscape and future of the pharmaceutical sciences, including the drug discovery/development paradigm as well as the pharmaceutical, biotech, and health care sectors, and engineer a graduate program that will train scientists as leaders
- Develop criteria and a process for admission to the graduate program to ensure the recruitment and selection of diverse, high quality, ambitious applicants who would adapt and thrive in the changing landscape of health care
- Develop and articulate learning outcomes and refine core competencies for the graduate program
- Implement models of cross-discipline training through the drug discovery, development, translational, and outcomes and policy space that better equip students for an increasingly multidisciplinary workforce
- Create ongoing assessments to guide student development and progression, support faculty, and ensure that our graduate program remains contemporary and relevant
- Explore the role and impact of the Eshelman Institute for Innovation on graduate students, and develop strategies to foster a culture of innovation and entrepreneurship among our graduate students

Objective 1.3

Create training and networking opportunities for our professional and graduate students that enable differentiation and career path exploration, and that are responsive to the needs and opportunities within healthcare

- Develop new educational offerings and pathways in the professional program (e.g., honors designations, certificate programs, elective opportunities) for students to differentiate themselves and position themselves for new and emerging opportunities
- Develop graduate program offerings, such as certificate programs and masters programs, that are responsive to the opportunities and needs within health care and the pharmaceutical and regulatory sectors
- Identify and implement strategies to develop professional and graduate students as leaders who will lead change and meet the needs of society in a rapidly evolving health care environment
- Expand the areas of post-graduate training and job placement that our students pursue, and track placement of students upon graduation
- Increase opportunities for networking and engagement among professional and graduate students
- Create new programs and initiatives that strengthen academic advising and mentoring
- Develop a technology platform to facilitate networking between and among alumni, faculty, and students

Objective 1.4

Create an environment that fosters innovation in education and educational research and its application to educator development

- Assess the process for recognition and reward of excellence in teaching, determine whether improvements are needed, and, make recommendations to implement these improvements
- Assess the School's appointment, reappointment, promotion, and tenure guidelines in the context of our curricular transformation goals and recognition of teaching for promotion
- Identify and pursue key educational research priorities consistent with the School's curricular transformation efforts, and ensure that we are using our research learnings to inform curricular design and improvement
- Submit and secure grants to pursue educational initiatives
- Provide our educators (i.e., teaching assistants, residents, faculty, preceptors) with the tools and training needed to be successful
- Assess the need for teaching-track faculty to meet the growing needs of our professional program and act on the findings

Objective 1.5

Position the School as a leader in educational innovation

- Create opportunities and strengthen collaborations across the health sciences schools to foster a commitment to and a culture of inter-professional education and practice
- Continually identify new and emerging innovations to implement for impact in the professional and graduate curriculum
- Examine and clarify the role of technology in our educational programs and develop recommendations for integrating instructional technologies into our curriculum to enhance student learning
- Integrate evidence-based pedagogical tools and methods as well as analytics throughout the curricula to enable flexibility, improve efficiencies and impact, and promote individualized 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)
- Conduct a needs assessment to identify opportunities to develop revenue-based education and training programs, whether certificate-based, degree-granting, executive education, or other
- Evaluate opportunities to extend the School's education and training models beyond our established degree-granting programs in order to contribute to self-directed, lifelong learning opportunities and workforce development for our graduates.
- Develop and implement a sustainable business model for the curricular innovation enterprise

Strategic Initiative 2

The Practice of Pharmacy

Optimize medication use, advance health care delivery,
and improve patient care

Environmental Scan

The United States lags behind other countries in providing affordable, quality health care to society. Increased health care spending puts financial pressure on businesses, consumes larger shares of state and federal budgets, and places significant strain on society. The present health care system is fragmented and unsustainable. There are now a growing number of incentives for implementing value-based care as a means to reduce costs and improve quality. A large contributor to poor quality care and rising health care costs is the overuse, underuse, and misuse of medications. The School aspires to advance the practice of pharmacy by creating, testing and validating new interventions, technologies, and services as a means of improving the safe, effective, and affordable use of medications and bringing greater value to patients, providers and payers. Implementing new value-based models has created an age of experimentation within healthcare delivery laboratories, which provide opportunities and risks for the profession of pharmacy and the School. Pharmacy must integrate medication use services and interventions into the foundational elements of value-based health care, capitalizing on the role of outcomes-based payment models; health care information and data analytics; population health management; care coordination across care settings; and patient-centered, culturally-responsive, health care delivery. Further, operationalizing these efforts requires strong leadership with an external focus and execution of strategic collaborations that will bring patients, providers, pharmacists, and payers together with a shared vision.

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The School must position itself as a care delivery transformation leader by convening multidisciplinary efforts to implement and evaluate solutions that address important healthcare issues, such as combatting the opioid crisis and other substance abuse challenges; ensuring access to quality care in rural and underserved communities; optimizing care to populations, ranging from the near sick to those who are medically complex; accelerating the implementation of precision medicine; and capitalizing on the use of technologies and data to facilitate and inform better care. By developing actionable evidence within these areas, the School earns credibility and thought leadership that will positively shape and influence future disruptive trends like outpatient pharmacy distribution. The wave of mergers and acquisitions with online retailers, brick and mortar pharmacy chains, and health plans indicate a significant business opportunity to automate and control medication delivery into the patients' home. Designing, implementing and scaling enhanced clinical services that connect value-based models with patient convenience will determine the winners and losers of disruptive innovation in the pharmacy distribution space.

The launch of the Center for Medication Optimization is positioning the School as a key player in advancing pharmacy practice and the role of medication optimization in value-based care. In addition, the School has established unique collaborations and partnerships across the state, the country, and the globe that are bringing together key partners, faculty, and interprofessional practitioners to enhance the education and clinical training of students and improve patient care. As a School, it is imperative that we broaden our reach and impact and begin to strategically align efforts with major disruptors in the health care and business sectors to bring about the change that is needed for the betterment of our patients.

Objective 2.1

Position the School to capitalize on opportunities to advance health care delivery and improve patient care

- Identify and pursue research opportunities to optimize medication use and improve care, targeting high priority areas of importance to society and to funding agencies
- Pursue a diverse funding portfolio (e.g., federal grants, industry collaborations and private sector contracts, foundation grants, gifts) to support the practice-based research mission of the School
- Identify, implement, and scale best practices for optimizing medication use, interprofessional practice, and patient care across care settings
- Identify and implement opportunities to engage students more fully in innovations in practice transformation, in the delivery of interprofessional practice and patient care, and in research to advance patient care
- Identify and implement programs to develop faculty, practitioners, and preceptors as leaders and change agents in an evolving health-care system
- Disseminate broadly, through various communication strategies, best practices and key learnings that emerge through practice-based research efforts to inform practice advancement and policy development

Objective 2.2

Engage with the broader community to advance health care delivery and improve patient care

- Expand the School's practice-based research laboratories across a variety of care settings to facilitate communities of practice engaged in collaborative research
- Develop medication optimization technology validation services to facilitate strategic collaborations in the area of pharmacy distribution, patient engagement, population health and predictive analytics
- Identify external stakeholders and groups (e.g., employer groups, payers, industry, accountable care organizations, public health groups, patient advocacy groups) where opportunities for collaboration are evident or emerging, and determine strategies for formalizing such relationships and partnerships
- Identify and pursue research priorities in collaboration with key partner sites in North Carolina, including, but not limited to, UNC Health Care System and UNC Health Sciences at MAHEC
- Identify strategies to establish a greater advocacy role in local, state, and national efforts to promote medication optimization and the advancement of pharmacy practice as a value-added strategy toward better patient care
- Explore and advance the concept of a One Pharmacy Community, whereby pharmacists assume responsibility for optimizing medication use, with seamless integration of services across settings and enhanced communication and care coordination

Strategic Initiative 3

Research and Entrepreneurial Development

Conduct cutting-edge research and translate inventions and discoveries into patient outcomes

Strategic Initiative 3

Research and Entrepreneurial Development

Environmental Scan

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. The School stands out among its peer institutions for the breadth of its research enterprise that spans the entire life-cycle of therapeutic agents, including the discovery of new protein, gene, and epigenetic disease targets and molecules that interrogate these disease targets; development of sophisticated viral and non-viral nanoparticle-based and cell-based delivery systems for small molecules, proteins, and genes; assessment of therapeutic efficacy and adverse effects through the deployment of diverse translational pre-clinical and clinical pharmacology, systems pharmacology, pharmacometric, and pharmacogenetic studies; and evaluation of patient and economic outcomes of therapies and treatments as well as development and testing of new models of pharmacy practice to improve patient care and influence policy. The research spans several disease areas, including oncology, infectious diseases, and cardiovascular diseases.

The School is highly successful in translating discoveries and inventions into intellectual property and developing these discoveries further into products and technologies for the benefit of patients. The School leads the campus and pharmacy schools across the nation in the creation of intellectual property and formation of startup companies per faculty. Launch of the Eshelman Institute for Innovation, with the transformative gift by Dr. Eshelman in 2014, has enabled the School to fund large numbers of highly innovative and impactful research ideas across the breadth of the research enterprise. The Institute has also invested in transformative programs such as the UNC Structural Genomics Consortium to explore the human kinome to discover new disease targets;

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Strategic Initiative 3

Research and Entrepreneurial Development

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the UNC Catalyst for Rare Diseases to translate gene defects into discovery of disease targets, probe molecules, and gene therapies; and the Center for Innovation in Pharmacy Simulation to develop virtual patients as future clinical education and research platforms. With these successes and new opportunities, the School is well positioned to become a global leader in pharmacy and pharmaceutical research.

To further our success as a research enterprise, we must accelerate efforts to establish and lead large, multidisciplinary research programs of high priority and importance to society, including targeting therapies for neurological diseases, applied science in rare diseases; convergent science; precision medicine, the role of the human microbiome in novel therapeutic interventions, the role of innovative technology solutions and data in optimizing patient care. This requires strengthening relationships with existing key partners as well as continuing to expand partnerships at all levels (local, regional, national and international) with other universities and the private sector, including pharmaceutical and biotechnology companies, and contract research organizations, as well as foundations, regulatory agencies, and others. It will be equally important to strategically recruit talented and diverse faculty members, post-doctoral fellows, and graduate students. While the School has secured premier research space in two relatively new buildings to add to its research space in the Kerr and Beard Hall facility, there is urgency for near-term and long-term planning to secure additional research space. Although the landscape for federal funding is highly competitive, opportunities for collaborative research abound with the proximity of highly regarded academic institutions and numerous biotech, pharma and medical device companies, regulatory agencies, and institutes in Research Triangle Park.

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Strategic Initiative 3

Research and Entrepreneurial Development

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While the School is well positioned, we must be strategic and aim to achieve bold new goals and pursue big ideas commensurate with our commitment to, and pursuit of, excellence. Leveraging the relationships, networks, capacities and networks enabled via the Eshelman Institute for Innovation will be critical to our success in achieving this strategic initiative.

Objective 3.1

Strategically position the School nationally and internationally to be on the cutting-edge of leading and conducting high impact research

- Ensure that existing research centers/institutes/programs in the School are positioned to lead in the defined research area through creation of business models for sustainability
- Identify and grow the School's efforts in big ideas and in emerging areas of critical importance to society and funding agencies/institutions and in alignment with the University's creativity hubs, including, but not limited to, neurosciences; cancer; data science; precision health; the microbiome; the opioid crisis; and population and rural health
- Recruit highly-qualified, best-in-the field senior researchers as well as talented junior faculty with tremendous potential to accelerate and grow our efforts in research
- Develop, and maintain state-of-the-art data systems, instrumentation, facilities, and research space for both wet and dry lab research
- Establish an Industry Relations Advisory Board to inform and advise the School's leadership regarding strategic research directions, alliances, and potential opportunities for workforce development
- Develop and implement strategies to increase funding success rates and better position faculty for success in developing a diversified funding portfolio
- Establish and maintain grant development and support infrastructure that facilitates the submission of major School- or Center/ Institute-based grant applications (e.g., T32, Program Project-sized multi-investigator grant proposals)

Objective 3.2

Develop mechanisms to prime and support innovation and high impact research

- Define innovation properly and pragmatically in a manner that accelerates creativity, engagement, and, importantly, impact
- Leverage current and future investments of the Eshelman Institute for Innovation in innovative and transformative research ideas/projects/programs to attract new funding sources and investment, to strengthen existing partnerships, and to forge partnerships with other Schools on the UNC campus, other universities, foundations, the private sector, and government agencies
- Actively identify and pursue diverse sources of funding for high impact research programs (international, federal, foundation, industry)
- Develop shared instrumentation proposals and secure funding

Objective 3.3

Translate discoveries and best practices developed within the School to practical solutions improving human health and healthcare outcomes

- Encourage and facilitate innovation, translational research, and commercialization (e.g., development of intellectual property, submission of Report-of-Inventions, enhanced translational research and development skills and capacities, licensing to existing companies, establishing start-up companies)
- Encourage and support the submission of Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) grant applications with School faculty serving as principal investigators
- Increase opportunities for collaboration between School researchers, industry scientists, entrepreneurs, and others interested in translating and commercializing new therapeutic and diagnostic innovations
- Increase the development of new drugs or drug products entering clinical trials, new technologies for improving drug development, and new technologies for facilitating higher quality and safer patient care
- Increase the number of products and care innovations that are created and tested that have the potential to lead to significant advances in the practice of pharmacy, health care delivery, and/or patient health outcomes
- Develop reporting, tracking and monitoring mechanisms to assess, document and communicate success in achieving the above objectives

Objective 3.4

Increase the visibility of the School in research

- Catalyze faculty exchange to conduct research and educational activities within and outside the U.S.
- Plan and host conferences, workshops, and other research and educational events that position our research efforts for impact
- Increase the national and international visibility of our research, researchers, and workforce training programs through enhanced marketing, communications, and educational events
- Develop and execute a marketing plan for our research enterprise

Strategic Initiative 4

Local and Global Engagement

Strategic Initiative 4

Local and Global Engagement

Achieve local and global impact through education, research, and service to the State of North Carolina and beyond

Environmental Scan

The School is committed to establishing and nurturing collaboration between faculty, students, and community and global partners through education, research, and service to address the state's and society's most pressing needs. Locally, the state of North Carolina has invested in the creation of the UNC Health Sciences Center at the Mountain Area Health Education Center (MAHEC), which provides opportunities to enhance research, service, and engagement between the School and community partners in western North Carolina. In addition, the School continues to pursue and expand its outreach across the state and globally, to provide opportunities to the faculty and students to learn about and contribute to education, research, and delivery of health care in different countries and cultures. Inevitably, they will bring back their experiences and learnings that would enrich their careers and the communities in the State.

The pharmaceutical industry has globalized its research and development function, including global clinical trials, to create efficiencies and grow global markets, specifically Asian markets. The industry is further evolving how medications are discovered, translated, delivered, and evaluated in the marketplace. Asian countries are investing heavily in the creation of innovative medicines in their home countries and abroad with Asian universities, companies, and venture capital firms. They now need expertise and research assets to move through the development pipeline. The US universities have become a less desirable destination in the 21st century, particularly in the current decade, for highly talented and motivated students and scientists, and hence it will require the universities to develop a global footprint to attract this talent. For these reasons, the School has strategically pursued and developed international partnerships and relationships.

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Following the first Global Conference on Pharmacy and Pharmaceutical Sciences Education hosted by the International Pharmaceutical Federation (FIP), international standards for developing pharmacy school curricula are emerging, with the goals of being patient-centered and localized to the needs of the country. These factors coupled with the fact that the U.S. has led the world in redefining pharmacy education and the role of pharmacists in health care, other countries are seeking to partner with leading U.S. pharmacy schools to elevate pharmacy education in their countries. As China launches major initiatives and seeks to modernize its health care and pharmacy/pharmaceutical sciences education programs, the School perceives significant opportunities to develop strategic partnerships in China. Similar opportunities in other Asian and African countries will also emerge and should be explored.

In 2015, the UNC Eshelman School of Pharmacy joined the Faculty of Pharmacy and Pharmaceutical Sciences at Monash University in Melbourne, Australia and University College London School of Pharmacy in London, UK to create a strategic partnership known as PharmAlliance. This partnership enables collaboration in areas of education, practice, and research with goals to expand the School's capabilities, capacity, and impact in these areas across three continents. The partnership also provides opportunities for faculty to develop international collaborations and to engage and influence the profession globally.

As countries throughout the world struggle with medication access, quality, and cost, the role of the pharmacist is emerging as one who can contribute to the evolution and improvement of health care delivery. Thus, it is imperative that we educate and train our students to be global citizens. Our Global Pharmacy Scholars (GPS) program provides unique opportunities for professional students to immerse themselves in health care experiences in another country, learn firsthand the role of the pharmacist, and appreciate the culture in which care is provided.

Objective 4.1

Expand the School's education, research, and service missions locally across the state of North Carolina

- Identify opportunities to expand research collaborations across the state of North Carolina, especially in the western part of the state
- Engage with UNC Health Sciences Center at MAHEC to advance rural interprofessional education and training initiatives
- Engage more with North Carolina communities in education, research, and service activities
- Grow opportunities for students within the Rural Pharmacy Health Certificate Program
- Develop a mindset of serving local communities among our students
- Develop the skills of students and pharmacists to work more closely with state and local legislative bodies to advance the profession of pharmacy
- Identify and implement opportunities for faculty, staff, and students to become more engaged in serving our local communities, while understanding their unique health care needs

Objective 4.2

Expand the School's education mission globally

- Identify, prioritize, and execute strategic opportunities to offer training programs in pharmacy and the pharmaceutical sciences in other countries
- Grow and sustain opportunities within the Global Pharmacy Scholars program, with the goal of providing international service-learning experiences for all professional students who desire to participate in the program
- Identify and facilitate strategies for international student recruitment and selection for the Pharm.D. and the Ph.D. program, and develop financial resources to support international Ph.D. students
- Ensure that all international students who are accepted into the Pharm.D. program are engaged and integrated into the program
- Identify a mechanism to work closely with UNC Medical Center and other potential partners on global rotations
- Create an online database of information that outlines all global opportunities for our students
- Develop a global mindset among our students

Objective 4.3

Initiate and strengthen global partnerships to expand research and practice missions

- Identify opportunities to initiate or participate in other University-wide global initiatives
- Broaden and deepen the PharmAlliance partnership to implement key signature initiatives
- Identify and facilitate other strategic, global partnerships that are mutually beneficial for the School, the partner, and society
- As new global opportunities emerge, ensure that a strategic plan is developed on scope, timing, communication, responsibilities, and resources to pursue each opportunity

Objective 4.4

Improve internal processes and communications to facilitate the School's local and global reach and impact

- Assess, track, and visually display on the School's website projects being conducted across the globe
- Assess, track, and visually display school projects being conducted across the state of North Carolina and evaluate further opportunities for collaboration
- Assess University and School-wide projects and evaluate opportunities for collaboration
- Increase the number of faculty who engage in PharmAlliance research grants and scholarship opportunities

Strategic Initiative 5

Institutional Environment, Resources, and Business Operations

Strategic Initiative 5

***Institutional Environment, Resources,
and Business Operations***

Increase revenue, improve operational efficiencies,
and enhance a world-class environment

Strategic Initiative 5

Institutional Environment, Resources, and Business Operations

Environmental Scan

In planning for future growth, the School must develop and sustain diverse sources of revenue, deploy income from various sources strategically to ensure growth and sustainability in all aspects of the School's mission and functions, and ensure that resource gaps are efficiently and effectively identified and addressed. We must also work smarter and more efficiently in our day-to-day operations. We must avoid complacency and challenge ourselves and each other to improve our ways of working. The School has been both diligent and strategic 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 operates in a Business Cluster Model - an 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 Education Technology into a centralized team that has the potential to significantly improve services, reduce redundancies and costs, and develop new 'best practices' through team building, cross training, and collaboration. With the addition of the Marketing and Communication Group, it is important that we integrate this functionality into the Business Cluster. Despite successes in our Business Cluster Model, challenges remain; for example, resource gaps in certain areas have hampered growth and created some dissatisfaction; work-flow and integration between the central services and Division, Center, and Office staff warrant improvement; and staff satisfaction in the central functions is adversely affected by a feeling of isolation from the faculty and staff in the rest of the School. Therefore, we must strive to continually improve our structure, processes, and functions.

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Strategic Initiative 5

Institutional Environment, Resources, and Business Operations

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In addition to improving operational effectiveness and efficiencies, it is imperative that the School acquire, repurpose, and maintain state-of-the-art, clean, world-class facilities commensurate with its position as a world-class leader in pharmacy and the pharmaceutical sciences.

The endowment and expendable resources generated through the Advancement Function have grown substantially during the current decade. This has enhanced faculty recruitment through professorships, student life through scholarships, and the ability of the School to make critical and timely moves to seize opportunities. To position the School for anticipated growth in size, stature, and impact, the School began planning for the University Campaign for Carolina in fall of 2013. The School's leadership team has been integrally involved during all stages of campaign planning. With guidance from the UNC Eshelman School of Pharmacy Foundation Board, Pharmacy Alumni Association and key stakeholders, the School has developed funding priorities derived directly from the School's Strategic Plan. Raising additional resources to ensure the School can continue to fulfill the full scope of its vision and mission is a priority. Thus the School has created a separate Campaign Strategic Plan that outlines the objectives and key performance indicators to raise \$175 million by 2022, \$100 million of which was donated by Dr. Eshelman to create the Eshelman Institute for Innovation.

Strategic Initiative 5

Institutional Environment, Resources, and Business Operations

Objective 5.1

Deliver improved team-based operational practices and financial performance

- Identify new and expand existing sources of revenue
- Implement operational efficiencies consistent with the University's budget model to include innovative strategies for revenue generation in teaching, practice and research
- Reduce the amount of administrative burden for faculty and staff by streamlining processes through the use of efficient business practices and technology
- Set priorities, define, and implement team-based business operation practices
- Create efficiencies in Business Cluster services provided without affecting quality of services or creating undue stress among the staff
- Enhance effectiveness of the Business Cluster survey and ensure the loop is closed on learnings and strategies for improvement
- Ensure that the business cluster organizational chart, business services policies, procedures and workflows are documented, current, and available electronically

Strategic Initiative 5

Institutional Environment, Resources, and Business Operations

Objective 5.2

Provide a state-of-the art clean, world-class environment to best position the School to achieve its goals

- Seek space utilization through the use of metrics that optimize Division and Unit priorities
- Allocate sufficient funds for maintenance and life cycle of existing facilities and technologies
- Identify opportunities for growth in space to ensure continued success as a research enterprise
- Identify shared space for faculty, staff, students, and collaborators to interact, collaborate, and engage
- Identify and pursue, as feasible, opportunities to develop and/or manage translational research and commercialization accelerator facilities and services

Strategic Initiative 5

Institutional Environment, Resources, and Business Operations

Objective 5.3

Utilize the School of Pharmacy Campaign Strategic Plan to accomplish the following objectives in order to raise \$175 million by 2022

- Increase and enhance efforts to “tell our story” to a broad and diverse audience
- Build the pipeline of prospective supporters
- Create mini-campaigns focused on key initiatives, including, but not limited to Beard Hall Renovation; Asheville Campus and Rural Health; Diversity and Inclusion
- Grow the School’s endowment
- Highlight planned giving

Strategic Initiative 6

Our People

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

Environmental Scan

The most important resource for the School, like any institution, is its people. The School has experienced unprecedented success over the last 10 years and this success is, without a doubt, attributed to the richness, diversity, and hard work of our people. With such success and hard work, comes fatigue, stress, and the potential for burnout. In our continued pursuit of excellence in all that we do, we must be attentive to the well-being and resiliency of our people, a topic within health care that is also warranting national attention. The National Academy of Medicine Action Collaborative on Clinician Well-Being and Resilience encourages organizations to provide “sustained attention and action at organizational, state and national levels, as well as investment in research and information-sharing that advance evidence-based solutions”. It is no longer enough to focus solely on the academic and co-curricular success of students or the professional development of faculty and staff. Instead, we are called to create a culture that values “our people” holistically.

In addition, we must be attentive to the growing need to attract, develop, and retain a talented and diverse faculty and staff and attract and develop a talented and diverse student body. While we have made good progress, we can and must achieve more. Most of our focus to date has been intentionally targeted toward increasing recruitment of a diverse student body into the professional program, with several strategies and pipeline programs in place. The School has maintained these commitments and will need to build on them, recognizing that there is still much work to be done. In addition, we are falling short on recruiting a diverse graduate student body and faculty, and must be more strategic and intentional. Moreover, it is critical that we create and foster an inclusive and welcoming academic and social environment for all members of the School community.

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It will be important that we place more emphasis on the development of our people as well. We must foster professional growth opportunities for faculty, staff, and students and create a culture where staff are recruited into career opportunities, not just jobs. We are committed to creating an environment where innovation and creativity are considered core principles, and where impact in industry and business engagement, translational research, and market-driven research are valued and incentivized in the same way that traditional academic publication, research, and teaching are rewarded. The annual review process must continue to evolve and improve, such that faculty and staff are guided by an annual professional development plan. It is important that we continue to foster a collaborative and collegial culture, where teamwork, respect for others, and comradery is an expectation and where faculty and staff are highly engaged in their work and contributing their very best thinking and effort toward advancing the vision and mission of the School. Finally, we must remain engaged with alumni to facilitate communications, input, and feedback on the direction of the School, and promote active alumni engagement with our faculty, staff, and student body.

Objective 6.1

Foster a strong and healthy culture that drives greater engagement and loyalty, enhanced communication, and promotes the core values that exemplify and represent who we are as a School

- Document and communicate the traditions and stories that define who we are as a School and share this internally and externally
- Ensure a shared understanding of our core values and model these behaviors
- Create new opportunities to incentivize, recognize, reward and celebrate success, achievement and impact in teaching, practice, translational research, innovation commercialization, and business engagement
- Identify opportunities for improving effective communication across the School community (faculty, staff, and students) that reinforces a strong and healthy culture
- Foster an environment that values high-quality, respectful communication, intentional listening, and timely, transparent communication

Objective 6.2

Foster and maintain a work and learning environment that is welcoming, supportive, caring and that promotes well-being and resiliency

- Convene a Taskforce on Well-Being and Resiliency of faculty, staff, and students to explore and assess the needs of our people around well-being and resiliency and provide recommendations to School leadership
- Develop an implementation plan for the recommendations that emerge from the Taskforce on Well-Being and Resiliency
- Identify opportunities to more genuinely care for our people and intentionally find ways, as practical as possible, to show this genuine care and compassion
- Identify and implement strategies to assess and reward exemplary employees

Objective 6.3

Improve the recruitment, selection, onboarding, and orientation processes for faculty and staff in alignment with our core values to ensure fit, excitement for the position, and a propensity to excel within our organization

- Identify opportunities to improve the recruitment, selection, onboarding, and orientation of faculty and staff that is in alignment with the culture and core values of the organization and recommend key steps for improvement
- Document key steps and time in each step from posting of position to hire as a means to improve efficiencies in this process
- Develop a plan for communication and implementation of changes to the recruitment/selection and onboarding/orientation process to ensure these are well known and applied consistently throughout the organization
- Develop an interview template that guides the interview process to ensure greater consistency and approach to all interviews in alignment with our culture and core values, with flexibility built in for adaptation by individual units and groups

Objective 6.4

Increase the diversity of our School community through recruitment and retention of an increasingly diverse population of faculty, students and staff, and implement initiatives that foster an inclusive and welcoming School environment

- Identify and outline opportunities to improve the School's commitment to diversity and inclusion and seek broad input from faculty, staff, and students
- Identify and outline specific strategies to recruit a diverse talent pool of faculty, staff, and students
- Educate and train faculty and staff to be more aware of and appreciate the role of diversity and inclusion in our community and in the world, including how to develop inclusive working and learning environments, whereby all backgrounds, identities, and perspectives feel valued and respected
- Implement curricular and co-curricular programs to facilitate diversity and cross cultural education and skill development among our professional and graduate students
- Develop metrics to more comprehensively examine diversity within the School and assess impact using these metrics
- Foster research and scholarship in organizational diversity and inclusion
- Identify and implement strategies to assess and reward exemplary employees

Objective 6.5

Develop new practices and build on existing excellence in the training and development of faculty

- Assess and improve the Bill and Karen Campbell Faculty Mentoring Program, document recommendations for improvement, and, specifically, outline plans for expanding this program to associate professors
- Refine and improve the annual faculty review process to streamline data collection, facilitate reporting, increase faculty satisfaction, and improve career development
- Identify faculty with the interest and talent to advance to leadership positions in the School and enable these opportunities through appropriate mentoring and career development, including identifying and supporting training in leadership and management
- Identify and invest in strategies to engage faculty in meaningful training and professional development that enables them to more effectively do their work, engage with their colleagues, and drive desired behaviors
- Explore the role and impact of the Eshelman Institute for Innovation on faculty, outline lessons learned, and develop strategies to foster a culture of innovation among our faculty
- Create and resource a competitive sabbatical program

Objective 6.6

Develop new practices and build on existing excellence in the training and development of staff

- Identify opportunities to utilize data from annual staff performance reviews to develop and invest in training that enables staff to more effectively do their work and engage with their colleagues
- Implement an assessment of staff engagement and use the data to drive meaningful change
- Identify staff with the interest and talent to advance within the School and actively guide them through a professional development plan
- Implement programs for staff training in management
- Explore the role and impact of the Eshelman Institute for Innovation on staff, outline lessons learned, and develop strategies to foster a culture of innovation among our staff

Objective 6.7

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

- Create an annual process to evaluate and adjust, as needed, faculty and staff salaries that includes comparison to positions of comparable level and rank on campus and at peer institutions
- Communicate with faculty and staff the school's pay philosophy of hiring and execute on this plan

Objective 6.8

Develop strategies to enhance engagement with alumni

- Identify strategies to increase faculty, student, and alumni networking and engagement
- Identify strategies to increase engagement of alumni in the professional and graduate curricula as well as School and alumni events
- Identify strategies to increase alumni-alumni networking and engagement
- Ensure that alumni contact information and updated employment information is current in the School's alumni database
- Identify strategies, outside of the annual AACP Alumni Survey, to solicit input and feedback from alumni of the School
- Develop new strategies that provide multiple opportunities for alumni to donate to the School
- Identify and implement strategies to differentiate and enhance the professional development of alumni through creative and contemporary approaches to continuing education and continuing professional development

Strategic Initiative 7

Strategic Planning, Data-Driven Quality Improvement, and Impact

Strategic Initiative 7

Strategic Planning, Data-Driven Quality Improvement, and Impact

Foster a culture of strategic planning and data-driven decision-making that results in positive impact

Strategic Initiative 7

Strategic Planning, Data-Driven Quality Improvement, and Impact

Environmental Scan

The School is committed to promoting and advancing a culture of strategic planning and data-driven quality improvement that result in positive change and impact. To reach our greatest aspirations and continue to remain on the leading-edge of innovations in education, practice, and research, the School must continually strive to be strategic and opportunistic, be bold, think differently, and identify new and emerging 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 Strategic Plan 2.0 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, decision-making, and quality improvement, the School must take measureable steps to ensure that processes are in place to more effectively manage, analyze, and use data to advance our strategic initiatives, our division and office goals, and student learning. We must develop and institutionalize the infrastructure, data systems, and processes to understand and fully capitalize on the knowledge gained from the data. Through engagement of faculty, staff, and students, the School aspires to foster a culture of strategic planning and data-driven decision-making that results in positive outcomes and impact.

Strategic Initiative 7

Strategic Planning, Data-Driven Quality Improvement, and Impact

Objective 7.1

Foster a broader culture of strategic planning to position the School to achieve its bold vision and aspirational goals

- Expand the School's strategic planning reach and impact across the mission of the School through more intentional and strategic collaborations with other Schools and Departments on campus
- Each Division and Center as well as the Eshelman Institute for Innovation will have a strategic plan that is aligned with the School's strategic plan, and each Office will have an implementation plan that is aligned with the School's strategic plan
- Publish the strategic plan and planning process
- Develop a shared governance and assessment framework to monitor and assess the School's progress on the Strategic Plan
- Monitor the School's progress in strategic planning and provide regular updates to faculty, staff, students, School leadership, and key stakeholders
- Annually assess the School's impact and contributions to education, practice, research, and service locally, nationally, and globally

Strategic Initiative 7

Strategic Planning, Data-Driven Quality Improvement, and Impact

Objective 7.2

Foster a culture of data-driven decision making that results in positive impact

- Develop, outline, communicate, and institutionalize processes to manage, analyze, and use data for decision making throughout the School
- Enhance the communication and visualization of assessment data to key constituents and stakeholders
- Launch an internal dashboard for leadership to have up-to-date data for decision-making and strategic plan tracking
- Publish best practices and findings that emanate from assessment efforts within the School

Strategic Initiative 7

Strategic Planning, Data-Driven Quality Improvement, and Impact

Objective 7.3

Demonstrate the School's impact in realizing its vision and mission

- Determine the relevant metrics that must be collected to meaningfully assess and demonstrate impact at the level of the School and the Eshelman Institute for Innovation