

## **VISION AND MISSION**

**Vision: To lead and be the most sought-after source for scientific evidence, education, and training to impact pharmaceutical outcomes and policy for individual and population health.**

**Mission: The mission of the Division of Pharmaceutical Outcomes and Policy (“DPOP”) is to conduct and train others in impactful, multi-disciplinary prevention and treatment research that serves local and global needs.**

**Critical success factors:**

1. Attracting, recruiting and retaining the highest quality students, staff, faculty, and post-doctoral fellows.
2. Creating and advancing an environment and culture that fosters innovative ideas.
3. Establishing partnerships, collaborations, and strategic alliances locally and globally.
4. Successfully competing for federal and other extramural funding.
5. Generating new knowledge derived from scientific evidence.
6. Disseminating and implementing our findings to improve policy and practice.
7. Continuously working with stakeholders to assess and expand our impact.

## STRATEGIC INITIATIVES

### STRATEGIC INITIATIVE 1: LEVERAGE OUR COLLECTIVE TALENTS TO GROW OUR EXTRAMURAL RESEARCH PROGRAM.

**Strategic Direction 1.1: Foster collaborative research efforts among DPOP faculty to increase the number of co-created manuscripts and proposal submissions.**

**Objective 1.1.1:** By the end of 2018, initiate a monthly faculty work-in-progress meeting to receive feedback on and foster cross-pollination of research ideas.

**Objective 1.1.2:** By the end of 2020, have all DPOP faculty submit a minimum of 1 peer-reviewed, extramural application annually.

**Objective 1.1.3:** By the end of 2020, 15% of papers submitted by a DPOP faculty member will be co-authored by at least one other DPOP faculty member or student.

**Strategic Direction 1.2: Define our brand and differential advantage.**

**Objective 1.2.1:** By July 1, 2019, identify a set of core thematic areas.

**Objective 1.2.2:** By December 1, 2019, create a marketing plan for our thematic areas.

**Objective 1.2.3:** By July 1, 2019, decide whether we should have research cores.

**Strategic Direction 1.3: Identify and diversify funding mechanisms to support our research.**

**Objective 1.3.1:** By the end of 2019, identify two new funding mechanisms for financially supporting a diverse cadre of students.

**Objective 1.3.2:** By the end of 2020, meet with at least two industry partners to discuss funding pre- and post-doctoral fellowships.

**Objective 1.3.3:** By March 2019, the administrative assistant will conduct a monthly search for pre- and post-doctoral fellowship funding mechanisms and share findings with students.

**Objective 1.3.4:** Beginning Fall 2019, one seminar per year will incorporate topics/people to highlight funding opportunities and strategies.

**Strategic Direction 1.4: Purposefully pursue a large, multi-PI federally-funded center grant.**

**Objective 1.4.1:** By November 2019, identify the thematic focus and feasibility for a center grant based on our strengths, collaborations, potential impact, and opportunities.

**Objective 1.4.2:** By November 2019, determine the institutional support for a center grant, including the Eshelman Institute, the North Carolina Translational and Clinical Sciences Institute, and the Lineberge Comprehensive Cancer Center.

**Objective 1.4.3:** By March 2021, collectively develop and submit a research center grant proposal.

**Annually assess Objectives and Directions to ensure their timely completion in support of Strategic Initiative 1.**

**STRATEGIC INITIATIVE 2: BUILD OUR ORGANIZATION AND PEOPLE TO ACHIEVE OUR VISION AND MISSION.****Strategic Direction 2.1: Increase the pool of high-quality PhD student candidates.**

**Objective 2.1.1:** By July 2019, identify low cost strategies for recruiting prospective students.

**Objective 2.1.2:** By March 2020, identify and implement methods of outreach and early exposure to current UNC Masters-level and PharmD students.

**Objective 2.1.3:** By July 1, 2019, develop a standard Powerpoint slide that promotes DPOP educational and training programs that faculty can incorporate into their presentations.

**Objective 2.1.4:** By August 2019, submit five RASP project ideas for PharmD student matching.

**Objective 2.1.5:** By August 2021, increase the number of UNC matriculated students who work with or are employed by faculty.

**Strategic Direction 2.2: Increase the number of post-doctoral fellows.**

**Objective 2.2.1:** By October 1, 2019, engage the School's Office of Global Engagement in identifying post-doctoral fellows who are funded from prestigious universities with complementary strengths.

**Objective 2.2.2:** By July 1, 2021, increase the number of faculty from one to two who are on dissertation committees from international universities to create a pipeline for post-doctoral fellows.

**Objective 2.2.3:** By July 1, 2022, increase the number of DPOP faculty members on international dissertation committees from one to three.

**Objective 2.2.4:** By July 2020, identify at least one alternative model for funding post-doctoral fellows in DPOP.

**Strategic Direction 2.3: Increase the number of interactions with visiting faculty to enhance faculty members' research programs and collaborative opportunities.**

**Objective 2.3.1:** By July 2019, add language to our website related to hosting visiting faculty and include profiles from previous visiting faculty.

**Objective 2.3.2:** By May 2020, leverage technology to expand opportunities for national and international faculty to engage with the program without travel.

**Objective 2.3.3:** By July 2019, meet with PharmAlliance to discuss opportunities for funding visiting faculty from UCL and Monash.

**Strategic Direction 2.4: Foster the development of faculty members' research and teaching programs.**

**Objective 2.4.1:** By July 2019, assess and determine Fulbright or sabbatical funding opportunities; pass information on to faculty.

**Objective 2.4.2:** By May 2021, following the assessment and determination on if we want to pursue it, have a Fulbright faculty scholar to talk about the application process.

**Objective 2.4.3:** By end of 2023, at least one DPOP faculty applies for a Fulbright or sabbatical funding.

**Objective 2.4.4:** By 2019, engage all eligible faculty in the Campbell Mentoring Program.

**Objective 2.4.5:** By December 2018, participate in the School's efforts to expand the Campbell Mentoring Program to include a mentoring program for associate professors.

**Annually assess Objectives and Directions to ensure their timely completion in support of Strategic Initiative 2.**

**STRATEGIC INITIATIVE 3: STRATEGICALLY POSITION OURSELVES IN THE MARKET IN A WAY THAT BRINGS MUTUALLY BENEFICIAL VALUE.****Strategic Direction 3.1: Clarify our value proposition and how it fits with potential partnerships.**

**Objective 3.1.1:** By the end of 2019, determine if the division needs an advisory board and/or content experts.

**Objective 3.1.2:** By the end of 2019, assess the value of DPOP's existing partnerships.

**Objective 3.1.3:** By the end of 2019, identify DPOP's value proposition for partnership.

**Objective 3.1.4:** By the end of 2019, identify Chapel Hill campus resources for fostering new and enhancing existing partnerships, including the Eshelman institute.

**Objective 3.1.5:** By the end of 2020, identify and develop new partnerships to advance our mission.

**Objective 3.1.6:** By the end of 2019, develop a strategy for routinely assessing the value of DPOP partnerships.

**Objective 3.1.7:** By the end of 2021, identify non-traditional academic partners that enhance our strategic initiatives around diversity.

**Strategic Direction 3.2: Grow the unique partnership opportunities with UNC Health Sciences at MAHEC and other partners in Western North Carolina.**

**Objective 3.2.1:** By July 2019, establish an advisory board of current and potential partners focused on Western North Carolina.

**Objective 3.2.2:** By July 2019, identify DPOP's value proposition for Western North Carolina partnerships.

**Objective 3.2.3:** By the end of 2019, create a segmented communication plan for partnerships.

**Objective 3.2.4:** By the end of 2019, identify and develop new Western North Carolina partnerships to advance our mission.

**Objective 3.2.5:** By the end of 2020, develop a strategy for routinely assessing the value of DPOP Western North Carolina partnerships.

**Annually assess Objectives and Directions to ensure their timely completion in support of Strategic Initiative 3.**

**STRATEGIC INITIATIVE 4: PROACTIVELY CLARIFY AND ESTABLISH DPOP'S EDUCATIONAL ROLE IN THE SCHOOL'S GRADUATE AND PROFESSIONAL PROGRAMS.****Strategic Direction 4.1: Proactively enhance DPOP's representation in the PharmD curricular content on the healthcare system.**

**Objective 4.1.1:** By July 2019, plan and develop the curricular needs in coordination with the Associate Dean for Curricular Innovation and other relevant stakeholders.

**Objective 4.1.2:** By the end of 2020, all DPOP faculty will contribute to the PharmD curriculum.

**Objective 4.1.3:** By the end of 2023, identify opportunities to create a specific track for students who want more advanced training in outcomes research (e.g., certificate program for PharmD students).

**Strategic Direction 4.2: Develop PY4 rotations for PharmD students and elective courses for PharmD and PhD students that meet the needs of the students.**

**Objective 4.2.1:** By the end of 2020, identify and offer at least one new elective course based on interest and/or need.

**Objective 4.2.2:** By May 2021, have DPOP faculty offer at least three PY4 research rotations for PharmD students on the Chapel Hill and Asheville campuses.

**Strategic Direction 4.3: Enhance DPOP's integration with the Asheville campus.**

**Objective 4.3.1:** By July 2019, meet with the Asheville leadership group to discuss how DPOP could contribute to the rural health program certificate for PharmD students.

**Objective 4.3.2:** By August 2019, ensure all incoming PhD students' research rotations are proportionately distributed between Chapel Hill and Asheville faculty.

**Annually assess Objectives and Directions to ensure their timely completion in support of Strategic Initiative 4.**

**STRATEGIC INITIATIVE 5: INCREASE DIVERSITY AND REPRESENTATION IN DPOP.****Strategic Direction 5.1: Increase visibility of research addressing vulnerable populations and health equity.**

**Objective 5.1.1:** By the end of 2019, present DPOP research activities addressing health equity issues at two or more conferences annually.

**Objective 5.1.2:** By the end of 2020, submit manuscripts addressing health equity issues to at least two journals per year.

**Objective 5.1.3:** By the end of 2019, learn from other groups at UNC and beyond to identify at least two new strategies for increasing visibility of health equity related research.

**Objective 5.1.4:** By the end of 2020, enhance the physical environment in DPOP common areas to be reflective of who works here and who we work with and serve in the community.

**Objective 5.1.5:** By the end of 2021, increase the number of PharmD and PhD students who conduct research addressing the diverse needs of communities and practices in Western North Carolina.

**Strategic Direction 5.2: Expand recruitment of diverse candidates for faculty, visiting faculty, adjunct faculty, staff, student, and post-doctoral positions.**

**Objective 5.2.1:** By the end of 2022, DPOP will apply for existing opportunities to support underrepresented minorities in research-related activities.

**Objective 5.2.2:** By the end of 2020, identify funding mechanisms for international students and post-doctoral students.

**Objective 5.2.3:** By March 2019, increase outreach to enhance recruitment of diverse candidates.

**Objective 5.2.4:** By December 2019, increase the number of applications from diverse students by at least two.

**Objective 5.2.5:** Beginning spring of 2019, conduct annual recruitment presentations at Meharry Medical College and other HBCUs in conjunction with the school's diversity initiative.

**Objective 5.2.6:** By the end of 2020, develop at least one research project with Meharry Medical College.

**Objective 5.2.7:** By the end of 2021, increase by four the number of PharmD and PhD students doing rural health research in partnership with UNC Health Sciences at MAHEC in Asheville.



**Strategic Direction 5.3: Identify new opportunities in our research, teaching, and service to address diverse and vulnerable populations.**

**Objective 5.3.1:** By the end of 2019, in support of the PharmD curriculum, develop a portfolio of case examples of diverse and vulnerable populations.

**Objective 5.3.2:** By the end of 2020, incorporate research aims and sub-aims that address vulnerable populations.

**Objective 5.3.3:** By the end of 2020, develop a list of funding sources with a focus on health equity.

**Annually assess Objectives and Directions to ensure their timely completion in support of Strategic Initiative 5.**