



UNC
ESHELMAN
SCHOOL OF PHARMACY

Division of Pharmacotherapy and Experiment Therapeutics

STRATEGIC PLAN

PREAMBLE

The Division of Pharmacotherapy and Experimental Therapeutics (DPET) within the UNC Eshelman School of Pharmacy consists of faculty with expertise in clinical pharmacology, drug toxicity, drug development, education, and practice innovations. Our Division houses the majority of translational, bench-to-bedside research efforts. Through our research, we generate new knowledge in drug treatment, and accelerate its application to improve patient care.

DPET holds a differential advantage in combining practicing faculty with clinically trained researchers. This will allow us to be global leaders in integrating clinical pharmacology discoveries into precision medicine. We have unique collaborations with the drug development industry, the U.S. Food and Drug Administration (FDA), renowned health science centers, and global partners. We also have innovative teachers and mentors, and are committed to educating and training the next generation of pharmacists and translational scientists.

This strategic plan was developed in 2016 with thoughtful consideration by our faculty, staff, and learners. Our vision statement summarizes our aspirational goal, while our mission defines how our members will invest their time and energy to achieve our vision. Our core values critically define who we are and what we believe in, and are consistent with the aspirational goals of our Division.

The development of this plan is an important achievement for DPET. It was crafted to carefully align with the School's 2012-2017 strategic plan. Our faculty and staff identify with the strategic initiatives that compose the plan, and understand that they form the compass for defining our future. As such, we are committed to the significant effort that will be required to implement and execute our plan.

DPET has accomplished much in the 15 years since it was re-engineered from Pharmacy Practice. We will continue to work together in realizing our new shared vision, and together we will accomplish great things.

OUR VISION

To improve lives by leading the world in translating experimental and clinical pharmacology discoveries into precision medicine.

Our key indicators include:

- Our faculty lead multidisciplinary collaborations.
- Our research findings become global best practices in patient care, regulatory guidance, and drug development.
- Our faculty are highly sought after by funding agencies, national/international organizations, academic institutions, regulatory agencies, and others for their expertise.
- Our faculty have sustained global training collaborations.
- Our faculty, alumni, and trainees are in impactful leadership positions globally.
- International and clinically trained scholars continually seek our exceptional training and research environment.
- Our alumni are highly sought after for their broad training and unique skill sets.

OUR MISSION

To generate and disseminate new knowledge in pharmacotherapy and accelerate its application to improve patient care.

We will accomplish this by:

- Delivering innovative education and training the next generation of pharmacists and translational scientist leaders.
- Integrating experimental and clinical pharmacology discoveries into the practice of precision medicine.
- Achieving global impact through unique collaborations with industry, regulatory agencies, renowned health science centers, and international entities.
- Leading and participating in local, state, national and international organizations, communities, and programs.

OUR CORE VALUES

We are innovators.

We are committed to excellence.

We value multidisciplinary collaboration in research, education, and patient care.

We uphold integrity, collegiality, and mutual respect.

We foster professional growth and promote diversity.

Strategic Initiative 1: Revolutionize medical practice through precision pharmacotherapy.

Current Situation: DPET includes approximately 30 faculty members who are a diverse, highly productive group that represents many leaders in their respective disciplines. This cadre of world-renowned clinical scientists have translational research as a common focus. Our faculty conduct state-of-the-art basic and clinical research and also provide high level care in multiple practice settings. Many of the faculty are involved in collaborative research relationships locally, nationally, and internationally consistent with precision pharmacotherapy. However, we need to strengthen our ability to work collaboratively within the Division, within the School, and across the health sciences campus to ensure we are well positioned to help lead precision medicine initiatives nationally and globally. This strategic initiative is in line with the School's strategic initiatives 2 (the practice of pharmacy) and 3 (research and training enterprise).

SD 1.1 Align and integrate faculty expertise to foster synergy in new discoveries and applications.

Obj. 1.1.1 Redesign the Division seminar series to regularly convene faculty to share expertise, interests, ideas, and potential areas of collaboration.

Obj. 1.1.2 To enhance faculty development and cross disciplinary collaboration, generate a strategy to disseminate information on other key seminars at UNC, Duke, RTP, NC Central, and other regional seminars and to disseminate our seminar to these key stakeholders.

Obj. 1.1.3 Prioritize two early stage research initiatives that reflect DPET faculty expertise, have high potential for future clinical impact, and can be advanced through "proof of concept" studies with intramural funding.

Obj. 1.1.4 Pursue intramural funding to complete proof of concept studies for these research initiatives.

Obj. 1.1.5 Leverage preliminary data to strategically pursue extramural funding.

SD 1.2 Optimize the impact of our discoveries in clinical care by facilitating their application into practice through multidisciplinary collaborations.

Obj. 1.2.1 Prioritize two ongoing DPET research initiatives that are ready to translate to clinical care, and meet with the Division of Practice Advancement and Clinical Education (PACE) and the Division of Pharmaceutical Outcomes and Policy (DPOP) to identify active collaborators to work on the projects.

Obj. 1.2.2 Engage external collaborators and stakeholders to further develop an execution strategy.

Obj. 1.2.3 Evaluate the results of these collaborations or projects on clinical care.

Obj. 1.2.4 Facilitate the application of our discoveries into clinical practice/precision pharmacotherapy through education and training opportunities.

SD 1.3 Develop and implement strategies to influence clinical and research community awareness regarding the features and benefits of precision pharmacotherapy.

Obj. 1.3.1 Summarize and publish findings of our annual PharmSci Conference.

Obj. 1.3.2 Create a working group within DPET that can lead an international effort to reach out to untapped research and medical communities to increase awareness and advocate for the role of precision pharmacotherapy.

Obj. 1.3.3 Collaborate with DPOP, PACE, and the Center for Medication Optimization through Practice and Policy (CMOPP) to develop best practices focused on the dissemination and clinical implementation of precision pharmacotherapy findings.

Strategic Initiative 2: Achieve and sustain national and international recognition for having the world's leading programs in clinical pharmacology and precision pharmacotherapy.

Current Situation: The UNC Eshelman School of Pharmacy is recognized as the #1 Professional Degree Program in the United States. Our Division, DPET, is best known nationally for our Graduate Program focus in training Ph.D. candidates to conduct translational science research; our research in the areas of drug metabolism and clinical pharmacology, including HIV and oncology; and our clinical and T32 Fellowship Programs. We have recently invested in building a strong pharmacometrics presence. Individual faculty have international collaborations in scientific areas and clinical practice, but as a division, DPET is not viewed as having a strong international presence. Strategies to increase national and international recognition will require leveraging opportunities that exist with intermural funding (Eshelman Institute for Innovation, PharmAlliance), and improved communication of our successes to the scientific community (presentations, publications) and to society (social media). This strategic initiative is in line with the School's strategic initiative 4 (global engagement).

SD 2.1 Identify and pursue strategic private-public partnerships sponsored by the federal and state government, and the pharmaceutical industry, which will facilitate new discoveries and clinical implementation of clinical pharmacology and precision pharmacotherapy findings.

Obj. 2.1.1 Convene a panel of DPET faculty to develop a framework to acquire strategic partnerships around our Division's core research areas, and develop a process to actively engage key partners in the government and pharmaceutical industry.

SD 2.2 Maximize awareness and visibility of our programs and successes locally, nationally, and internationally with both professional and lay audiences.

Obj. 2.2.1 On a biannual basis, publish an e-newsletter to communicate DPET accomplishments in the following areas: teaching initiatives and/or accomplishments, scholarly pursuits and achievements, and developments and advances in clinical practice.

Obj. 2.2.2 Establish a group of faculty who, working with the new and enhanced Communications Office, develop a strategy for maximizing exposure of our accomplishments.

Obj. 2.2.3 Identify and implement strategies to maximize impact¹ of the 2017 PharmSci Conference.

¹ Impact = increase in attendance, dissemination of information from the Conference (publications, webcast, YouTube), type of participants at the Conference, white paper based on the results of the Conference, etc.

Obj. 2.2.4 Each year, increase the number of publications in high impact journals (impact factor >5) by 10%.

Strategic Initiative 3: Strategically identify and pursue intramural and extramural funding opportunities to support high impact research programs in precision pharmacotherapy.

Current Situation: Although all DPET faculty have a desire to fund their scholarship activities, we do not have universal funding success for faculty. Important issues include the lack of a forum to vet ideas for funding, identifying the right funding opportunities, and limited assistance with grantsmanship. Additionally, success with more traditional funding sources (e.g., NIH) is becoming more difficult to achieve, which also affects our training programs. There are many opportunities for enhanced intramural and extramural funding for DPET faculty and learners that we can aggressively pursue. There are also opportunities to work with potential donors to increase scholarship and training funds that could be available to faculty. This strategic initiative is in line with the School's strategic initiative 3 (research and training enterprise).

SD 3.1 Leverage unique intramural funding opportunities to develop strategic collaborations with regional, national, and international partners.

Obj. 3.1.1 Host a biannual planning session for DPET faculty to address barriers and brainstorm ideas.

Obj. 3.1.2 Submit at least 3 proposals a year and demonstrate sustained success obtaining intramural funding through the Eshelman Institute for Innovation.

Obj. 3.1.3 Submit at least 3 proposals a year and demonstrate sustained success obtaining intramural funding through the PharmAlliance mechanism.

Obj. 3.1.4 Develop a strategy with the Pharmacy Foundation to maximize donor funding to DPET.

Obj. 3.1.5 Develop a strategy to tap into various University funding mechanisms.

SD 3.2 Strategically identify and pursue extramural funding opportunities to optimize the impact of our research and training programs.

Obj. 3.2.1 Convene a panel of DPET faculty to develop a strategic framework to identify and pursue existing and novel sources of funding.

Obj. 3.2.2 Convene a Board of Visitors for DPET composed of industry, regulatory, National Institutes of Health, and foundation representatives to offer advice on research funding.

Strategic Initiative 4: Strategically position our training programs to achieve global impact and recognition in the future.

Current Situation: The UNC Eshelman School of Pharmacy maintains global engagement as an aim in the strategic plan and DPET can utilize this resource to enhance our international reputation and presence. Individual members of DPET participate in the global engagement programs of the School; however, a more systematic approach is warranted. There are current activities in the areas of clinical education, experiential training, and academic fellowships. There are additional avenues and resources to explore for attracting international scientists and clinicians to train in DPET programs and to develop additional collaborations

and exchanges (through Eshelman Institute for Innovation, PharmAlliance, and the Office of Global Engagement). This is in line with the School's strategic initiatives 1 (educational renaissance), 3 (research and training enterprise), and 4 (global engagement).

SD 4.1 Lead key components of the curricular transformation of our professional program.

Obj. 4.1.1 Lead the development and implementation of at least seven innovative courses in pharmacotherapy, clinical pharmacology, and related content.

Obj. 4.1.2 Lead the school in the number and quality of scholarly opportunities for students in the Research and Scholarship in Pharmacy (RASP) program.

Obj. 4.1.3 Provide leadership through the use of innovative strategies to optimize teaching and practice experiences.

SD 4.2 Strategically position the DPET Graduate Program to be the global leader in clinical pharmacology training.

Obj. 4.2.1 Based on the self-study results, reevaluate and transform our graduate program curriculum to ensure our trainees are well positioned to become leaders in the field of clinical pharmacology and translational research.

Obj. 4.2.2 Develop innovative professional development opportunities for our trainees.

Obj. 4.2.3 Develop a plan to have all of our graduate students pursuing funding support from a competitive internal or external source, and attaining professional honors, awards, or other recognitions.

Obj. 4.2.4 Develop a plan to expand the strength and diversity, as defined in the broadest sense, of our graduating student body.

SD 4.3 Strategically position our Fellowship Programs to ensure they remain unrivaled.

Obj. 4.3.1 Develop new collaborative relationships to grow training and funding opportunities.

Obj. 4.3.2 Identify and establish strategic international relationships to support fellowship training.

Obj. 4.3.3 Develop a plan to expand the strength and diversity, as defined in the broadest sense, of our Fellowship Programs.

SD 4.4 Enhance global exchanges in research, education, and practice to maximize our impact on global health.

Obj. 4.4.1 Identify and pursue internal and external funding mechanisms for collaborations with clinical and international scholars.

Obj. 4.4.2 Partner with the Office of Global Engagement to develop an action plan to enhance global exchanges.

Strategic Initiative 5: Enhance the professional development opportunities for our faculty and staff.

Current Situation: Our faculty and staff are central to the mission of DPET. We seek to foster an environment of professional growth to maximize the full potential of our team members. Through the Campbell Mentoring Program, junior faculty members have a formal mechanism by which they can obtain guidance and support from more senior members within our School and University. However, we do not have a formal mentoring program for mid-career faculty. We would like to ensure that there are professional development and leadership opportunities for all faculty and staff within our Division, including developing a mechanism by which faculty are encouraged to take sabbaticals that would promote their professional growth and giving staff the support and capacity needed to flourish. This is in line with the School's strategic initiative 6 (our people).

SD 5.1 Formalize opportunities to enhance faculty development and career paths.

Obj. 5.1.1 Work with the Director of the Campbell Faculty Mentoring Program to develop a mid-career faculty mentoring program.

Obj. 5.1.2 Identify faculty who want to participate in leadership development opportunities and facilitate their participation.

Obj. 5.1.3 Facilitate and support faculty opportunities for sabbaticals.

SD 5.2 Aspire to 100% of DPET faculty attaining professional honors, awards, or other recognitions as well as strategic prestigious leadership roles locally, nationally, and internationally.

Obj. 5.2.1 Collaborate with the School's Nomination Committee to facilitate nomination of DPET faculty, staff, and trainees for appropriate recognition.

SD 5.3 Formalize opportunities for staff advancement and retention.

Obj. 5.3.1 Develop opportunities for collaboration with staff in other Divisions.

Obj. 5.3.2 Identify staff who want to participate in skill and leadership development opportunities (within the School and University) and facilitate their participation.

Obj. 5.3.3 Develop a plan for all of our staff pursuing School and University awards or other recognition.

Strategic Initiative 6: Enhance the teaching, service, and administrative efforts of faculty while enhancing our scholarly productivity.

Current Situation: DPET faculty participate significantly in all aspects of the School's mission, including research, teaching, and service. Our heterogeneous Division coordinates or teaches in most of the professional courses offered, contributes significantly to our grant/contract funding base, and participates heavily in school committee work. This high workload and demand can stress faculty who don't have the appropriate infrastructure to assist them in their efforts. Additionally, the staff supporting DPET's activities

could easily become over-committed without the proper School infrastructure or alignment, which can lead to a significant amount of stress and lower job satisfaction. This high intensity environment can make faculty and staff development and career planning lower priority. Opportunities exist to ensure DPET has the correct infrastructure in place to support faculty and staff and to ensure that their development needs are being met. This is in line with the School's strategic initiative 6 (our people).

SD 6.1 Ensure DPET's workload balance and demand on faculty time does not negatively impact our ability to fulfill our mission.

Obj. 6.1.1 Complete a comprehensive analysis that clearly defines the Division's current workload.

Obj. 6.1.2 Survey DPET faculty to assess current needs and identify opportunities for increasing faculty productivity.

Obj. 6.1.3 Develop the business case that clearly defines possible approaches or strategies for mitigation.

Obj. 6.1.4 Strategically identify, procure, and allocate additional new resources to facilitate faculty productivity.

Obj. 6.1.5 Perform a portfolio analysis annually on existing collaborations.

SD 6.2 Ensure DPET's workload and demands on staff time does not negatively impact our ability to fulfill our mission.

Obj. 6.2.1 Complete a comprehensive analysis that clearly defines the administrative workload as compared to other Divisions.

Obj. 6.2.2 Strategically identify, procure, and allocate additional new resources or reassign duties to facilitate staff productivity.