

BEYOND PLAN - ESHELMAN SCHOOL OF PHARMACY PLAN

PRIORITY #1: CREATE THE MOST ENGAGING CULTURE

Objectives and Initiatives

1.1 - Foster Diversity Equity and Inclusions

<p>→ Build an inclusive community</p> <p>→ Create a School community where everyone is educated, connected, valued, and has an opportunity to contribute through the design and development of an accountability framework.</p> <p>→ <i>Attain 100% of all cohorts (faculty, staff, and students) receiving Bias, Micro-aggressions, and Imposter Syndrome education at orientation.</i></p> <p>→ <i>Incorporate 2 process improvements based upon the implementation of the Community Culture and Climate Improvement Tool.</i></p> <p>→ <i>Report 80% of all faculty communicated attending one DEI-related training/seminar during faculty annual reviews.</i></p> <p>→ <i>Accomplish 75% of student organizations having at least one DEI goal.</i></p> <p>→ <i>Identify and implement at least one DEI strategic action is achieved by 80% of units within the School that contributes to the School's DEI Strategic Plan.</i></p>
<p>→ Recruit and retain diverse talent</p> <p>→ Increase and retain the compositional diversity of our students, faculty, and staff to reflect the demographics of the citizens of North Carolina.</p> <p>→ <i>Advertise 80% of employment postings to at least one platform or source that targets diverse talent.</i></p> <p>→ <i>Secure an endowment fund of \$50,000 for DEI Initiatives (Scholarships, Fellowships, Awards and ODI Programmatic Initiatives).</i></p> <p>→ <i>Engage with learners from 10 HBCUs/MSIs to develop a diverse learner pipeline.</i></p>
<p>→ Prepare culturally intelligent professionals</p> <p>→ Prepare students to be culturally intelligent to meet societal healthcare needs by designing and launching a comprehensive Cultural Intelligence Plan</p> <p>→ <i>Assess the functionality of the CI Framework through a >4.0 rating on course evaluations pertaining to how the cultural diversity related content enhanced their learning experience.</i></p> <p>→ <i>Prepare faculty to facilitate inclusive learning practices by 80% of full-time teaching faculty attending and/or reviewing the educator development sessions on the ODI website.</i></p> <p>→ <i>Pilot the Cultural Intelligence Framework in 5 courses across the professional and graduate programs and develop an implementation plan.</i></p> <p>→ <i>Review 18 course syllabi to identify opportunities for Cultural Intelligence Framework Implementation.</i></p>

1.2 – Improve Well-being & Resiliency

<p>→ Create a comprehensive employee and student well-being program</p>
<p>→ Develop and implement the baseline well-being assessment</p>
<p>→ Analyze assessment data to determine baseline well-being scores for specific groups (employees, post-grads, and students).</p>
<p>→ Share preliminary results with key leaders of specific groups and EC to inform improvement recommendations.</p>
<p>→ Develop and deliver Dean's Council well-being improvement plan recommendations for approval and implementation and share results with the School community.</p>
<p>→ Increase scores by 10% from the 2021 baseline on the annual well-being assessment for employees, school-based post-graduate trainees and students.</p>
<p>→ Launch a Cross-Campus collaboration program initiative to standardize well-being and resiliency across health sciences.</p>
<p>→ Identify and recommend at least 1 evidence-based best practice per year.</p>
<p>→ Identify cross-campus collaborations for opportunities to get involved in work focused on well-being and resiliency.</p>
<p>→ Inventory the School community to identify stakeholders involved in cross-campus collaborations promoting well-being and resiliency.</p>
<p>→ Prioritize and engage with cross-campus collaboratives across health professional programs to share and learn best practices promoting well-being and resiliency.</p>

1.3 – Expand Engagement

<p>→ Improve culture through School and unit specific initiatives</p>
<p>→ Achieve an 80% favorability rating on overall engagement on the Employee Engagement Survey: 80</p>
<p>→ <i>Analyze 2020 Employee Engagement and Well-being Surveys to determine areas that may be negatively impacting culture/engagement.</i></p>
<p>→ <i>Analyze 2022 Employee Engagement and Well-being Surveys to determine areas that may be negatively impacting culture/engagement.</i></p>
<p>→ <i>Analyze 2024 Employee Engagement and Well-being Surveys to determine areas that may be negatively impacting culture/engagement.</i></p>
<p>→ Provide access to mentorship and educational opportunities for career advancement and continuous professional development</p>
<p>→ Supervisors are provided training to help them successfully manage employees.</p>
<p>→ <i>100% of Supervisors complete ESOP Manager Training.</i></p>
<p>→ <i>100% of Supervisors complete BEST Training.</i></p>
<p>→ Staff are provided the support they need to succeed.</p>
<p>→ <i>Investigate, develop a proposal and present a set of recommendations that addresses the professional development needs of staff.</i></p>
<p>→ <i>Ensure that 100% of staff in need obtain the mentorship/coaching opportunities required to succeed.</i></p>

→ <i>Ensure that 100% of staff in need obtain the professional development they need to succeed.</i>
→ Faculty are provided the support they need to succeed.
→ <i>Investigate, develop a proposal and present a set of recommendations that addresses the professional development needs of faculty.</i>
→ <i>Ensure that 100% of faculty in need obtain the mentorship/coaching opportunities required to succeed.</i>
→ <i>Ensure that 100% of faculty in need obtain the professional development they need to succeed.</i>
→ Post-Docs are provided the support they need to succeed.
→ <i>Investigate, develop a proposal and present a set of recommendations that addresses the professional development needs of Post-Doctoral Fellows.</i>
→ <i>Ensure that 100% of Post-Doctoral Fellow in need obtain the professional development they need to succeed.</i>
→ <i>Ensure that 100% of Post-Doctoral Fellows in need obtain the mentorship/coaching opportunities required to succeed.</i>

PRIORITY #2: ACCELERATE INNOVATION & TRANSFORMATIONAL CHANGE IN PHARMACY AND PHARMACEUTICAL SCIENCES

Objectives and Initiatives

2.1 Prioritize Research & Translation

<p>→ Use translation and entrepreneurship to deliver tangible new products and services all the way to the market; enhance IP commercialization for greater success</p>
<p>→ Launch READDI with funding and full-time staff</p>
<p>→ Launch CRISPR/DEL library capabilities as first stage DDI</p>
<p>→ Complete EII strategic plan and refine focus and scope</p>
<p>→ Deliver on EII measures</p>
<p>→ <i>Develop advanced therapeutic projects ready for commercialization</i></p>
<p>→ <i>Develop digital health product/service launch (e.g., startups)</i></p>
<p>→ <i>Develop and establish the business model for the new strategy</i></p>
<p>→ <i>Moon shot launched (e.g., READDI)</i></p>
<p>→ <i>Public partnerships established</i></p>
<p>→ Pilot Digital Health venture studio</p>
<p>→ Formalize venture studio for full launch</p>
<p>→ Develop later stage therapeutics portfolio</p>
<p>→ Create a strategy and secure significant personnel resources to become a recognized leader in neuroscience drug discovery/development & therapeutic applications</p>
<p>→ Define scope of Neuroscience environmental scan</p>
<p>→ Gather and analyze information from environmental scan to inform strategy</p>
<p>→ Formulate, refine and finalize proposed strategy</p>
<p>→ <i>Obtain input from ESOP Division Chairs/faculty, and SOM faculty leads regarding ESOP and UNC NS Strategy (Zyllka & Philpot)</i></p>
<p>→ <i>Obtain input from UNC Translational NC Committee</i></p>
<p>→ Share refined proposal with Damania and Magnuson</p>
<p>→ Develop an implementation plan and budget</p>

2.2 - Develop Educational Offerings

<p>→ Launch new high value, sustainable degree programs</p>
<p>→ Develop and deliver the business case to offer an MS in Global Medicine program through the PharmAlliance partnership.</p>
<p>→ Develop and deliver the business case to offer a BS in Pharmaceutical Sciences program.</p>
<p>→ Launch micro-credential, professional education, and resources for emerging and untapped careers</p>
<p>→ Develop a world-class continuing education program to address market needs and outline priority topics for development within emerging and untapped career areas.</p>
<p>→ <i>Identify and establish certificate/micro-credential programming route with CE Office, Digital and Lifelong Learning (DLL), Friday Center</i></p>

→ <i>Develop and deliver the strategic plan/business case for a world-class continuing education program.</i>
→ <i>Evaluate and recommend a platform for CE offerings to expand into more advanced functionality and program offerings (e.g., micro-credentials), with anticipated implementation date of 1/31/23.</i>
→ Design and launch new course offerings/programs to meet the needs of professional students in emerging and untapped careers in alignment with the goal of optimizing the PharmD program
→ <i>Launch the Masters in Regulatory Science Program with 15 students in the inaugural class.</i>
→ <i>Design and launch the Business of Health Care Certificate Program.</i>
→ <i>Launch the professional program elective in Data Science with at least 20 unique students in the inaugural class.</i>
→ <i>Design and launch the first course in the Ambulatory Care Certificate Program.</i>
→ <i>Conduct focus groups with alumni and others to identify emerging and untapped career opportunities and recommend resources and professional offerings to address these unmet needs.</i>
→ <i>Define and clarify the term "Global to Local" and the purpose of the program in alignment with the goals of expanding global opportunities to students in the state of North Carolina, and outline recommendations to move the program forward.</i>
→ Design and launch new educational offerings and programs to meet the needs of the workforce in emerging and untapped career areas
→ <i>Launch the Teaching Learning certificate to expanded market, with anticipated enrollment of 100 unique participants.</i>
→ <i>Launch the "Molecules to Market" nonacademic credit certificate program with 10-20 unique student registrations in partnership with Deerfield.</i>
→ Develop and implement a workflow and process for new educational initiatives
→ Establish programs to attract students from rural and underserved areas in NC and implement strategies to ensure that students are returning to serve in these communities
→ Train students to serve in rural and underserved communities in NC and longitudinally track student placement to ensure students are returning to work and serve in these communities
→ <i>Develop programs that attract and enroll students into the professional program from rural and underserved areas of NC.</i>
→ <i>Document that 80% of students enrolled in our rural health training programs are returning to work and serve in rural and underserved communities in NC.</i>
→ <i>Identify 5 partner "Continuity Sites" (i.e., training sites) in Eastern NC for inclusion in the expanded rural health pharmacy certificate.</i>
→ <i>Assess the impact of the rural scholar's program and make recommendations for continued program enhancement and expansion to Eastern NC.</i>
→ <i>Launch the newly expanded rural health pharmacy certificate to all students.</i>
→ Launch the Teaching Learning certificate to expanded market, with anticipated enrollment of 100 unique participants.

2.3 – Advance Practice

→ Transform the business model to develop sustainable pharmacy services in NC
→ Perform external analysis of NCAP legislative agenda and provide prioritized list of recommendations.
→ Perform external analysis of sustainable practice models and provide prioritized list of recommendations.
→ Identify potential partnership opportunities and provide prioritized list of recommendations.
→ Advance the delivery and quality of patient care in community pharmacy and ambulatory care across NC
→ Conduct an environmental scan of public health gaps and needs in NC.
→ Perform analysis of medication optimization services and provide a prioritized list of services that can fill the public health needs.
→ Create an inventory of practice-based research projects among school faculty with the intent to identify future collaborations.

PRIORITY #3: IMPROVE THE OPERATING EFFICIENCY TO INVEST IN STRATEGIC AREAS
Objectives and Initiatives
3.1 – Optimize Cost / Expense Levers

→ Create resource allocation for all expenses
<ul style="list-style-type: none"> → Develop and implement a resources allocation map for all expenses to enable the analysis of academic program and research enterprise contribution margins. <ul style="list-style-type: none"> → <i>Deliver and gain feedback on Phase I expense allocation model and findings from key stakeholders.</i> → <i>Revise resource allocation model and incorporate feedback.</i> → <i>Deliver and gain feedback on Phase II expense allocation model and findings from key stakeholders.</i> → <i>Revise and finalize model and share results and insights with key stakeholders.</i>
→ Create transparent process for discontinuing initiatives and removing redundant activities.
<ul style="list-style-type: none"> → Engage with internal and external support resources to create transparent framework to discontinue initiatives and remove redundant activities. <ul style="list-style-type: none"> → <i>Create prioritization framework and cost allocation map to allocate appropriate resources to the mission to ensure success.</i> → <i>Communicate the prioritization framework</i> → <i>Leverage the results of prioritization framework and cost allocation to identify areas for further analysis.</i> → <i>Utilize annual results from staff and faculty benchmarking analysis to recommend and implement two optimization initiatives per year.</i> → <i>Utilize annual results from staff and faculty benchmarking analysis to recommend and implement two optimization initiatives per year.</i> → <i>Utilize annual results from staff and faculty benchmarking analysis to recommend and implement two optimization initiatives per year.</i>
→ Refinance and pay off facility/building debt
<ul style="list-style-type: none"> → Reduce annual facility/building debt <ul style="list-style-type: none"> → <i>Meet with Treasury team to review School debt liabilities.</i> → <i>Assess available refinance options and present recommendations for approval.</i> → <i>Implement recommendations and track progress of paydown schedule to reduce debt by 25%.</i>

3.2 – Drive New Revenue Generation

→ Improve "go to market" strategy for new initiatives and partnerships
<ul style="list-style-type: none"> → Rollout "go to market" framework to the School <ul style="list-style-type: none"> → <i>Secure Dean's Council approval for "go to market" framework and process</i> → Act: Develop GTM Plan (3 per year) <ul style="list-style-type: none"> → <i>Develop "go to market" plan (3 / year)</i> → <i>Develop "go to market" plan (3 / year)</i>

→ <i>Develop "go to market" plan (3 /year):</i>
→ Identify: review 5-10 go to market initiatives per year
→ <i>Review 5-10 new go to market initiatives by the end of 2022</i>
→ <i>Review 5-10 new go to market initiatives by the end of 2023</i>
→ <i>Review 5-10 new go to market initiatives by the end of 2023</i>
→ Discover: Research Opportunity (1-2 /year in each domain)
→ <i>Research "go to market" opportunity (1-2 /year in each domain)</i>
→ <i>Research "go to market" opportunity (1-2 /year in each domain)</i>
→ <i>Research "go to market" opportunity (1-2 /year in each domain)</i>
→ Evaluate: Review and Approve (review 1-2 /year; approve 3 /year)
→ <i>Review and approve "go to market" opportunities (approve 3 /year)</i>
→ <i>Review and approve "go to market" opportunities (approve 3 /year)</i>
→ <i>Review and approve "go to market" opportunities (approve 3 /year)</i>
→ Sustainably operationalize and grow the Eshelman Institute of Innovation
→ Raise \$4 million in new funds
→ Reach 2021 fundraising targets
→ <i>Raise \$4 million in new funds</i>
→ <i>Raise funds from 50 prospect</i>
→ Reach 2022 fundraising targets
→ <i>Raise \$8 million in new funds</i>
→ <i>Raise funds from 100 prospects</i>
→ Reach 2023 fundraising targets
→ <i>Raise funds from 150 prospects</i>
→ <i>Raise \$10 million in new funds</i>
→ Align strategic priorities with fundraising priorities to drive more philanthropic investment
→ Grow total endowment to largest among US pharmacy schools
→ <i>Establish a new Beyond Excellence Endowment Fund to support strategic plan priorities</i>
→ <i>Articulate compelling case for support for named, endowed funds</i>
→ <i>Develop process for directing off-strategy fundraising requests for consideration of support from Dean's discretionary funds</i>
→ Increase private grant and programmatic support for strategic priorities
→ <i>Develop and operationalize a fundraising and alumni engagement plan to support the School's Diversity, Equity and Inclusion Strategic Plan</i>
→ <i>Partner with objective leaders for Research/Translation, Educational Offerings and Practice Advancement to build out specific giving opportunities</i>

3.3 – Enhance Facilities and Physical Space

→ Improve shared space for students, faculty, staff, and collaborators to interact and engage
→ Define and finalize FY21/22 funding for current "Branding/Zoning" and "Shared Space" design in Beard Hall {Phase 1: Beard Hall / Lobby / Shared Student Lounge / 3rd Floor}
→ <i>Develop project timeline for Goal 1</i>
→ <i>Complete construction for Goal 1</i>

→ Allocate sufficient funds for space maintenance and technology upgrades

→ Implement and document a comprehensive annual budget process for funding space maintenance/construction, capital, and technology requests that aligns with prioritization framework

→ Develop facility plan that aligns with priorities, campus partners, and multi-campus presence

→ Develop a comprehensive space catalog

→ Engage with stakeholders to gather input to align space catalog with priorities

→ Develop metrics around space utilization to inform space optimization

→ Develop a scenario planning tool