

# Strategic Plan FY2023 – FY2028

The International Consortium of  
Universities for Drug Demand Reduction

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## ***Vision***

ICUDDR envisions a world where people with Substance Use Disorders (SUD) and related conditions have access to science-informed prevention, treatment, and recovery support services

## ***Mission***

To build and support a worldwide network of colleges and universities to improve professional competencies in preventing and treating SUDs and related conditions, increase access to quality services, and reduce global disparities.

To accomplish this, ICUDDR will provide the following:

- Support to expand and improve college and university-based education and
- research
- Networking and collaborative opportunities
- Advocacy for improved quality and access to services
- Up-to-date science from the field

## ***Core principles***

ICUDDR's work is guided by five core principles identified by the Board of Directors that are being infused throughout the organization's activities. The five core principles are:

### ***Grow and support a network of colleges and universities engaged in the design and implementation of academic curricula and programs in addiction prevention and treatment studies:***

Increased support to regional work groups as loci of focus for activities. Workgroups have a focus on education and outreach, and recruitment of new members. It is time to make the region the loci of action and have the regions identify their own needs, develop their plans for each of the goals, and increase the involvement of a wider group of members in regional activity.

### ***We are supporting the adoption of evidence-based practices.***

ICUDDR is committed to advancing the use of science – in the forms of data; research and evaluation; and evidence-based policies, programs, and practices – to improve the lives of those living with substance use disorders.

### ***We are increasing access to the entire continuum of services for substance use disorders and other related issues.***

Through webinars, workshops, and our global annual conference, our approach to international, national, regional, and local training and technical assistance, the dissemination and adoption of evidence-based practices, and outreach and engagement, ICUDDR will work to ensure all members have the needed knowledge, skills and abilities to understand and access regarding a

comprehensive continuum of mental and substance use disorder services, including high-quality, evidence-based prevention, treatment, and recovery support services.

***They are engaging in outreach to colleges, universities and their faculty, clinicians, international partners, and organizations.***

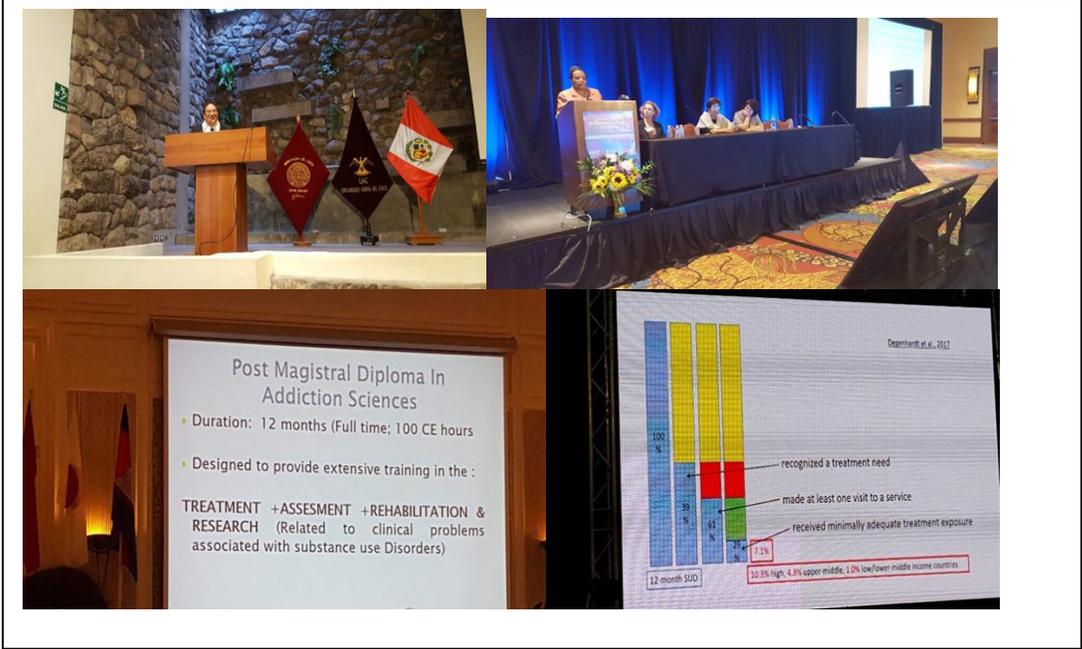
ICUDDR is dedicated to engaging colleges, universities and their faculty, clinicians, governments, international partners and organizations, people who have substance use disorders, their family members, and other stakeholders to improve access and quality of prevention, treatment, and recovery support across the ICUDDR regions and to address the stigma that continues to be a barrier to many seeking and receiving help.

***We are collecting, analyzing, and disseminating data to inform policies, programs, and practices.***

ICUDDR will support the use of data, research outcomes, evaluation, and quality support efforts to enhance health care and health systems integration; to identify and address substance use disorder-related disparities; to identify what works, and to strengthen and expand the provision of evidence-based behavioral health services by its' college and university members.

***Recognizing that the availability of high-quality prevention, treatment, and recovery services are integral to everyone's health.***

ICUDDR will lead efforts to advance the recognition of mental health and freedom from addiction as essential to overall health. Such recognition and focus will help to improve access to and integration of services, support the development of financing mechanisms to support and sustain positive outcomes, and enable our members to address advocate for resources related to reducing gaps and disparities in service delivery.



## Goals and Measurable Objectives

Goal 1. **Education:** Increase the number of colleges and universities with addiction studies degrees and/or programs

### *Overview*

**Engage** students and addiction professionals in academic and continuing education programs in addiction studies, and promote career opportunities in prevention and treatment:

Shared course databank with curricula materials and online courses that any member can use. In addition to the Universal Treatment Curriculum (UTC) and Universal Prevention Curriculum (UPC) online courses and curricula materials, we have INP developed at Charles University and the Kenyatta University writing for an addiction science course

Other courses have been developed specifically for faculty learners, such as the course in online learning, engaging students, and implementation courses. With a newly designed platform, we could highlight classes and course materials that could be shared between universities.

Student and teacher exchange: opportunities for learning from each other either remotely or in person

Grow implementation support from a few universities to many and expand to include support from program evaluation and improvement in addition to new program development.

Expand the International Technology Transfer Center (ITTC) model to unfunded countries and develop a workable business model for ITTC expansion. The business model of self-pay may only be sustainable for some countries. We need to find a model that works and helps universities engage in their country's needs assessment, program planning, and workforce development activities.



## *Measurable Objectives*

### Strategic Objective 1 Colleges and universities will provide substance prevention and treatment training that meets international standards

How we will accomplish our objective:

- Identify universities in Latin America and the Caribbean, Asia and the Pacific, Africa and Europe to assess the need for technical assistance to support new and/or existing academic programs in substance use disorder treatment and prevention.
- Working with regional coordinating center leadership, conduct at least one conference presentation in each region. Include social media posting to increase awareness and participation in the network.
- Analyze and publish data from the need assessment surveys.
- Host four webinars on Drug Demand Reduction (DDR) education provision or current research findings in DDR for universities in all identified regions.
- Create a learning collaborative on peer review journals and research publication for at least five faculty members in at least one region.
- Create a learning collaborative on academic skills and improving educational curricula profile utilizing and developing a modular learning.
- Create a learning Collaborative on adapting the UC to academic environments.
- Review work plans of regional centers in Latin America and the Caribbean, Africa, Asia, and the Pacific, and Europe and create a timeline and plan for implementation.
- Develop one additional course based on faculty-identified needs in DDR education programs.
- Develop and disseminate the Universal Curriculum (UC) guidance notes/ Memorandum of Agreement (MOA) to universities and colleges to support SUD treatment and prevention programs.
- Provide walk-thru training of UTC and/or UPC curricula materials and/or consultation on adapting or implementing UTC and/or UPC materials for the university environment for at least two universities in each region.
- Create and offer a learning collaborative on quality improvement webinars for existing education programs four times per year.
- Survey universities to determine requirements for offering science-informed DDR education programs.
- Develop a model program and resources for universities interested in establishing an addiction studies program/degree.
- Establish an academic standards development workgroup, including Global Credentialing and Certification Center (GCCC).

Strategic Objective 2: New and existing programs will improve training and implement a quality improvement process.

How we will accomplish our objective:

- Create learning collaboratives to focus on system change approaches and implementations for programs
- Provide tailored technical assistance in the form of practice-oriented educational resources using evidence-based teaching strategies as requested by providers and members

Goal 2. **Research:** Increase applied research and publication in addiction prevention and treatment.

### *Overview*

Advance applied research in addiction prevention and treatment through supporting research of ICUDDR members:

Increased support to faculty in the research aspect of their work (proposal development, research study design, analytic methods, research integrity)

Faculty exchange/joint research projects

Dissemination of writing courses to other universities and broader participation in ICUDDR and the International Society of Addiction Journal Editors (ISAJE) learning collaborative on writing:

Addiction Scientists in low- and middle-income countries have less access to funding for research and lower success rates for publication. Funders are interested in international research, but we need to make linkages between researchers with similar interests in high and low- and middle-income countries. In addition, writing for peer review journals is not a skill taught in most Master or PhD programs, so early-stage researchers learn by trial and error or are reliant on the skill of their advisors.

Kenyatta University developed a course on writing for peer-reviewed journals that needs to be shared with other universities, and the ICUDDR/ISAJE joint efforts to improve writing skills need to be expanded to larger groups.

### *Measurable Objectives*

Strategic Objective 2.1: Increase available applied research to stakeholders that updates and supplements the UC, other prevention, treatment, and recovery support training, and university programs. Strengthen federal coordination to improve care.

How we will accomplish our objective:

- Post research and evaluation studies to the web and disseminate through international organizations, and professional associations, and participation in

- national and regional meetings of SUD treatment and prevention programs.
- Add appropriate materials to the web-based tool kit designed to support the implementation of DDR programs using the UC materials.
- Post research and evaluation studies in multiple locations, including linked discussion groups with ISSUP and individual International Society of Substance Use Professionals (ISSUP) groups as appropriate. Utilize social media related to the ICUDDR web page, biweekly blog posts, and daily Twitter posts.
- Present on DDR education and progress in applied research and teaching at four international education/research professional conferences or webinars for partner organizations including, but not limited to, ISSUP, ITTCs, Inter-American Drug Abuse Control Commission (CICAD) and/or African Union (AU).
- Present members' work translating research into practice at three international education/research conferences.
- Create a standing committee to identify treatment technology applications, review the research, and recommend what should be incorporated into academic coursework in addiction studies programs.
- Host and facilitate online discussions, including at least two live chats, that include academics, instructors, practitioners, and other stakeholders.
- Maintain an online training calendar that includes ICUDDR and other international training opportunities relevant to the academic DDR education and research audience.
- Develop and maintain a university education searchable DDR database for students and others looking for programs and information on continuing education opportunities offered by universities. Share calendar items with ISSUP.
- Collaborate with the US State Department, Bureau of International Narcotics and Law Enforcement Affairs (INL), ISSUP, and other international partner organizations to identify, curate, and disseminate relevant research findings for addiction professionals, the scientific community, policymakers, and other stakeholders.

Strategic Objective 2:2 Increase international research efforts among low and middle-resource countries. Facilitate access to quality care through services expansion, outreach, and engagement

How we will accomplish our objective:

- Award planning grants to researchers in low- and middle-resource countries.
- Identify US-based researchers to act as partner mentors to mini grant awardees.
- Survey researchers in low- and middle-resource countries to identify barriers to research.

Strategic Objective 2.3: Increase the number and improve the quality of publishable papers in the prevention, treatment and recovery field.

How we will accomplish our objective:

- Establish a member committee to explore options for establishing or identifying existing journals to support member publications.
- Publish an applied research agenda and disseminate priority prevention methods that are recent innovations. Work with prevention research workgroup to establish priorities.
- Develop and implement a tutorial program on how to write a journal article and select journals for published academic work. Focus on MA, Ph.D., and post-doc students

Goal 3. **Advocacy:** More countries will support college and university-level addiction studies programs and a well-trained and certified workforce

*Overview*

Provide advocacy within colleges and universities for developing academic programs in addiction studies. Advocate for policy change to support the development of educational programs in addiction studies and to enhance addiction prevention and treatment services. Develop and advocate for guidelines and standards for academic programs in addiction studies.

- Complete development of and promote education quality standards
- Promote best practices in education and research
- Increase international visibility through publication, presentation, and partnerships
- Use ITTCs to partner with the government to develop a needs assessment for systems change and workforce development

*Measurable Objectives*

Strategic Objective 3.1: More national and local governments in Latin America and the Caribbean, Asia and the Pacific, Africa and Europe will adopt and implement international standards for prevention and treatment.

How we will accomplish our objective:

- Encourage universities to host certification exam opportunities in coordination with the Global Centre for Credentialing and Certification (GCCC). Apply science-based prevention research to develop accurate and timely prevention messages and strategies that strengthen community, state, and federal actions to prevent substance abuse and misuse.
- Survey ICUDDR members to identify those willing to work with GCCC to offer International Certified Addiction Professional (ICAP) exams to their students and

- other interested parties.
- Track credentialing activities at universities in cooperation with GCCC.
- Advocate with the municipal, ministry, and other local and national policymakers to codify and require certification of prevention and treatment professionals.
- Convene an international exchange with policymakers to promote the national/international certification of the addiction workforce.

Strategic Objective 3.2: Increase the number of students that graduate with addiction studies degrees and credentials.

How we will accomplish our objective:

- Activity 3.2.1: Develop a work plan for increasing the number of students that receive the ICAP credential (or other national certification) upon completion of academic programs.

Strategic Objective 3.3: Increase scientific and professional exchanges among addiction studies researchers, instructors, practitioners, and other stakeholders.

How we will accomplish our objective:

- Develop and/or sponsor an annual workshop to promote and exchange information on prevention and treatment research for member universities.
- Host a Global conference on scientific advances in DDR prevention, treatment, and education
- Collaborate with the ISSUP to develop a plan for ICUDDR participation in their conferences.
- Ask member universities to encourage and facilitate their staff and students to join ISSUP and be active in related regional and professional organizations utilizing social media and other marketing materials.
- Disseminate joint marketing materials with ISSUP, ITTCs, and GCCC.
- Present on ICUDDR at ISSUP and other partner meetings as requested.

Goal 4: **Sustainability**-ICUDDR will be recognized as the expert organization for addiction studies university and college-based programs and the latest scientific information.

*Overview*

Sustainability is an area that needs to be focused on more than just when grants and contracts are ending. Sustainability should be an ongoing focus of any financial health organization. Sustainability is not just the responsibility of the organization's staff but in the case of ICUDDR, it should be the responsibility, in part, of the Board of Directors along with the Regional Coordinating centers and teams. Timely, ongoing, and specific resources help public health agencies to serve their constituents and their respective fields. For ICUDDR, these include,

Colleges and Universities and their faculty.

### ***Measurable Objectives***

Strategic Objective 4.1: Build a regional structure that supports the technical advisory and curriculum assistance for new and existing university and college-level addiction studies programs in Latin America and the Caribbean, Asia and the Pacific, Africa, and Europe.

How we will accomplish our objective:

- Establish regional leadership teams
- Establish yearly work plans that support the overall goals and objectives of ICUDDR.
- Assess regional needs in prevention, treatment, and recovery support in higher education.
- Conduct regionally desired and needed training and continuing education.

Strategic Objective 4.2: Provide technical advisory and learning collaboratives to help members work with new and existing service providers to meet international standards.

How we will accomplish our objective:

- Host a member meeting to assist in defining areas of need and support.

Strategic Objective 4.3: Provide up-to-date scientific data to partner organizations to facilitate learning, training, and quality improvement with their beneficiaries.

How we will accomplish our objective:

- Provide technical and scientific expertise to partners in curriculum development and delivery.
- Provide speakers and key presenters at partner meetings to provide updates on the science of substance use disorders (Harm Reduction, Prevention, Treatment, and Recovery).
- Invite speakers and key presenters to regional meetings and training events.
- Conduct outreach activities to promote services and events.

Strategic Objective 4.4: Enable sustainability of the organization

How we will accomplish our objective:

- Establish a Board Committee to explore options for discretionary funding to support non-funded activities
- Survey members regarding member benefits.

### **Key Performance and Outcome Measures**

To track performance and progress in realizing the goals and objectives described in the Strategic Plan, ICUDDR has identified a series of essential performance and outcome measures. The example measures presented below provide a partial enumeration of all standards and metrics ICUDDR will use to track progress. This strategic plan will cover these performance and outcome measures over the next 5 years (unless otherwise specified).

Goal 1. Education: Increase the number of colleges and universities with addiction studies degrees and/or programs.

#### **Key Performance Measures**

1. Number of webinars hosted.
2. Number of courses created.
3. Number of learning collaboratives on quality improvement.
4. Number of walk-through trainings and consultations on UTC/UPC.
5. Publication of a model for universities establishing an addiction studies program or degree.

#### **Key Outcome Measures**

1. Increase in webinar participation by 30%.
2. Number of courses created is eight or more.
3. Number of learning collaboratives on quality improvement is 10 or more.
4. Adoption and implementation of UTC/UPC Curriculum by 10 new Universities in each region.
5. Increase in the number of universities offering DDR education programs by 25%.

Goal 2. Research: Increase applied research and publication in addiction prevention and treatment.

#### **Key Performance Measures**

1. Development of an applied research agenda.
2. Dissemination of research and evaluation studies via ICUDDR website.
3. Number of visits to the ICUDDR website.
4. Percentage increase in member's participation in online discussions.
5. Number of publications resulting from partnerships created between researchers in low- and middle-resource countries and US-based researchers.

#### **Key Outcome Measures**

1. Publication and dissemination of an applied research to the 6 ICUDDR regional coordinating centers.
2. Increase the number of research ad evaluations studies accessed via the ICUDDR website by 10%.
3. Increase the number of visits to the ICUDDR website by 20%.
4. Increase in member's participation in online discussions by 25%.
5. Increase the number of publications by low- and middle-resource countries participating in partner mentor programs by 20%.

Goal 3. Advocacy: More countries will support college and university-level addiction studies programs and a well-trained and certified workforce.

#### Key Performance Measures

1. Publication and adoption of international education standards.
2. Number of members participating in global conferences.
3. Number of policy exchanges with host government officials.
4. Number of universities reporting use of UC materials.

#### Key Outcome Measures

1. Rate of adoptions and implementation of educational international standards for addiction studies programs will increase by 20%.
2. Increase the number of members participating in global conferences to at least 25.
3. Increase the number of policy exchanges to 15.
4. Increase the rate of adoption and implementation of UC materials by 30%.

Goal 4: Sustainability-ICUDDR will be recognized as the expert organization for addiction studies university and college-based programs and the latest scientific information.

#### Key Performance Measures

1. Number of trainings and continuing education opportunities.
2. Rate of participation in regional work groups.
3. Amount of discretionary funding received.
4. Rates of applause, amplification and conversation on social media
5. Number of requests for programmatic development support by members.
6. Number of speakers and key presenters provided.
7. Creation of yearly workplans for each region.

#### Key Outcome Measures

1. Conduct 20 webinars, courses, and other trainings.
2. Increase regular participation in regional work groups by 10%.
3. Discretionary funding to be 10% of the annual budget.
4. Engagement on social media to increase by 20%.
5. Increase requests by member for programmatic support by 10%.
6. Speakers and key presenters at international conferences who are ICUDDR members will be at least 15 people.
7. Work plans for each region will be completed and reviewed annually- (Annual total 6; 30 in total over the 5 years).