



February 24, 2015

Professor Sioban Nelson
Vice-Provost, Academic Programs
University of Toronto, Simcoe Hall
Toronto, ON M5S 1A1

Dear Professor Nelson,

Re: Follow-Up Report to UTQAP for the Leslie Dan Faculty of Pharmacy.

Thank you for requesting a follow-up report about the reorganization of the Leslie Dan Faculty of Pharmacy's administrative structure. We appreciate this opportunity to present a summary of all the recent changes at the Faculty.

Our Academic Plan, articulated through the Faculty's **Strategy 2016 – Tomorrow · Today** document, and our 2014 University of Toronto Quality Assurance (UTQAP) External Review have both identified administrative structural changes as a short term priority for the Faculty. During my year as Interim Dean, we focused on a self-study to identify the key areas in need of administrative change and began the process of implementing key changes when I was appointed Dean as of July 1, 2014. I am pleased to provide this report which outlines all the changes already accomplished as well as our ongoing plans for additional change in the short and medium term. These changes were endorsed at a Faculty-wide Retreat in November 2014.

Below is our response to your request for an update on our progress regarding the recommendations and comments related to our administrative structure raised by the reviewers as part of our 2014 UTQAP review.

The original UTQAP recommendation regarding Resources and Planning are provided below to provide context for this update:

- *The reviewers recommended that attention be given to developing effective organizational and management structures. Specifically they recommended an administrative review of staffing and the academic leadership team's structure and roles, clarifying the role of the Divisions, and a space audit.*

One of the goals in our strategic plan is to "develop an organizational structure that aligns with our strategic plan and enables us to achieve our goals". The plan states that we will be conducting an organizational review and a review of space.

A. Changes in Academic Leadership Structure – Associate Deans

We have completed a full review of the current academic leadership structure and are proposing a **fully revised academic leadership structure** (see Figure 1) which has been endorsed at a Faculty retreat in November 2014 and is currently undergoing approval processes. Pending approval, we are planning to have the new leadership structure implemented for July 1, 2015. In summary, we plan to reduce the number of Associate Deans from four to two (Associate Dean for Research and Associate Dean for Education) and revise these roles so that the incumbents may serve as leaders of the Faculty's research and educational strategies including optimizing collaboration across research centres and academic programs. One Associate Dean position (Academic) will be

eliminated (it has been vacant since the incumbent's term ended in 2014) and another (Associate Dean Graduate Education) has been re-visioned as a Director of our Graduate Program because the current job description is more in line with other academic Program Directors within the Faculty. We are planning to implement this change from Associate Dean to Director of the Graduate Program effective July 1 when the incumbent's term ends. We will begin a formal process to search for a Graduate Program Director in spring 2015.

B. Director of PharmD Program – new position

In order to facilitate changes in the Associate Dean positions and portfolios, we have made a number of other changes. One of the most important is the **creation of a new position: Director of our PharmD Program**. Previously the Associate Dean Academic and Associate Dean Professional Programs shared the responsibility for the day-to-day running of our flagship PharmD program. This caused significant confusion among faculty, staff and students regarding who was responsible for which components and prevented both Associate Deans from being able to focus at a more strategic level. We launched a formal internal search for a Director of the PharmD program in December (deadline for applications was Jan 31). We have received 3 very high quality applications and are in the process of interviewing candidates. We hope to have this new position filled by July 1 2015 at the latest and ideally earlier if the chosen candidate is able to start this spring.

C. Eliminating Divisions

Another important change we are making in the academic leadership structure is to **eliminate the concept of Divisions and thus the Division Directors**. After much consultation with the Division Directors, faculty members and discussion at a faculty-wide retreat in November 2014, key challenges identified with the Divisions included: the Divisions had no role in the governance structure or decision-making processes at the Faculty; the role of Division Directors was not clear and they did not appear to have any authority within the leadership or governance structure; there was confusion over which Division some faculty members belonged to (and whether one could be in more than one Division); and much confusion was created because the Faculty operated with three Divisions (1. Biomolecular Sciences, 2. Pharmacy Practice, 3. Social & Administrative Pharmacy) at the undergraduate level, but only two "groups" (these groups were not formal Divisions) at the graduate level (1. Biomolecular Sciences, 2. Clinical, Social and Administrative Pharmacy). The Divisions will officially be phased out as of July 1 when all the Division Directors' appointments will end.

Our consultation about the role of Divisions identified that an important function of the Divisions was to provide an opportunity for like-minded faculty members to meet to discuss common issues and that the Division Director served as a source of information which was particularly important for new faculty members. We are in the process of making several other changes to ensure these important functions continue after the Division structure is discontinued. For example, all of our Program Directors will hold regular meetings with faculty members teaching in each program to discuss common issues. In addition, we are in the process of revising our graduate fields to create four fields (or groups of faculty) based on common research themes. A leader will be identified for each graduate field and these leaders will be responsible for stimulating research and graduate-related discussions/collaboration within each field. The advantage of this structure over the Divisions is that the graduate fields will have a very specific purpose and place within our governance structure. We are currently doing faculty-wide consultations regarding the proposed new graduate fields and hope to have these fully implemented by January 2016.

D. Space Inventory

A preliminary space inventory has been completed and a Space Committee created. The Space committee meets every 2-3 months and provides a forum for: reviewing and assessing quantity and quality of existing space; guidelines for assigning existing space; and future space needs. Dedicated space has been identified for one of

our new research centres (the Centre for Pharmaceutical Oncology) and the space needs of our two other research centers (the Centre for Practice Excellence and the Centre for Integrative Medicine) are currently being studied. A plan to accommodate the space needs for our 6 new full-time faculty hires (searches ongoing; start date estimated to be July 1 2015) is in place.

E. Administrative Staff

We have made major changes within our administrative staff and will continue our administrative review and revitalization over the next 12-18 months. We **hired a new Chief Administrative Officer** in July 2014. Titi Oridota has a very strong financial background and approximately 10 years of experience at the University of Toronto. She has worked very closely with the Dean to accomplish all the administrative changes described below.

After an extensive review of our Office of Experiential Education, we created **a new Director for the Office of Experiential Education** to manage this vital unit for the Faculty. We worked closely with Human Resources to create this PM4 administrative job description, had the position classified, posted for the position and **hired an outstanding candidate (Marvin James) who started in this new position the second week of February**. The Office of Experiential Education currently facilitates the placements of approximately 1000 PharmD and PharmD for Pharmacists students each year. The new Director is responsible for reviewing and revising all the policies, procedures, structure and work flow in the office to increase its efficiency, accountability and student service satisfaction. We plan to increase the mandate of this office to include all student placements for all the Faculty's programs including our Pharmaceutical Chemistry Specialist program (in partnership with the Faculty of Arts and Science) as well as external placement opportunities for our graduate students in the future.

Our **Financial Director**, who has been with the Faculty for 35 years, is retiring from the University at the end of March 2015. This has provided an opportunity to **revise this position and the operations of our finance department**. We are in the process of having the revised job description reviewed and classified by Human Resources. We have hired a temporary Financial Officer/Analyst to give us the time to complete a full search for a new Finance Director. In the meantime, we have moved to online reimbursement of faculty expenses (these were previously submitted in paper form and staff members in the finance department spent significant time preparing expense claims). The Chief Administrative Officer and our Financial Officer/Analyst are working closely with the Dean to completely revise the organization of our cost and fund centres to facilitate future budget reporting and strategic planning. These changes will necessitate a review of current staff job descriptions and workloads to ensure everyone has clear and equitable responsibilities within our finance department.

Thank you for the opportunity to provide an update regarding the ongoing reorganization of the Faculty's administrative structure. We are very proud of what we have accomplished already and are excited about the ongoing changes we continue to make.

Sincerely,



Heather Boon
Professor and Dean

LDFP Academic Structure Effective July 1 2015

