



FOR INFORMATION AND FEEDBACK

PUBLIC

OPEN SESSION

TO: Planning and Budget Committee

SPONSOR: Cheryl Regehr, Vice-President & Provost
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PRESENTER: As Above
CONTACT INFO:

DATE: October 11, 2016 for November 2, 2016

AGENDA ITEM: 4(a)

ITEM IDENTIFICATION:

2021 Forward Together – The Academic Plan of the Leslie Dan Faculty of Pharmacy

JURISDICTIONAL INFORMATION:

Divisional academic plans are considered by the Committee and the Academic Board for information and feedback. Prior to approval by the Provost and presentation to the Committee, it is expected that the relevant divisional Council would endorse the academic plan in principle. (*Planning & Budget Committee, Terms of Reference, Section 4.1*)

GOVERNANCE PATH:

1. **Planning and Budget Committee [for information and feedback] (November 2, 2016)**
2. Academic Board [for information and feedback] (November 24, 2016)

PREVIOUS ACTION TAKEN:

See below

HIGHLIGHTS:

The development of 2021 Forward Together – The Academic Plan of the Leslie Dan Faculty of Pharmacy was led by a Core Planning Team of 30 students, staff, and faculty representing the Faculty's programs and research areas. An Academic Planning Summit was attended by more than 120 people, where a vision for the Faculty was set and the Plan's five strategic focus areas for the next five years were defined. The plan details priorities for action for each of the strategic focus areas: 1. Advance Education Programs that Develop Leaders for Diverse and Emerging

Careers, 2. Lead Innovations in Pharmacy and Pharmaceutical Science Education and Learner Engagement, 3. Grow our Scientific Impact, 4. Build a Distinct Organizational Identity, 5. Improve Health through Knowledge Translation and Policy Influence. The plan was considered by the Provost's Advisory Group on September 14, 2016 and was endorsed by the Faculty's Council on September 30, 2016.

FINANCIAL IMPLICATIONS:

The resource implications of the Divisional Academic Plan are as detailed in the plan.

RECOMMENDATION:

This item is *for information and feedback only*.

DOCUMENTATION PROVIDED:

- 2021 Forward Together – The Academic Plan of the Leslie Dan Faculty of Pharmacy



2021 Forward Together

Leslie Dan Faculty of Pharmacy
Academic Plan



*Advancing pharmacy practice and pharmaceutical science research;
Preparing leaders who create innovative healthcare solutions.*



Introduction

Over the last 15 years, the pharmacy profession, pharmaceutical science research, and the Leslie Dan Faculty of Pharmacy have experienced significant transformation. During this time, governments across Canada have implemented expanded scopes of practice for pharmacists, acknowledging their expertise as medication therapy experts and leveraging their accessibility as frontline healthcare providers in the community. In anticipation of these changing roles, the Faculty revamped its undergraduate curriculum, transitioning to a new Doctor of Pharmacy (PharmD) program as its entry-to-practice degree. This curricular redesign included new admissions processes, expanded experiential education offerings, new assessment and evaluation practices, and changes to the Faculty's academic leadership structure. In addition to introducing this cutting-edge PharmD curriculum, the Faculty doubled the number of graduate students enrolled in our MSc and PhD programs, developed a number of new degree and continuing education programs (e.g. the PharmD for Pharmacists program, Pharmaceutical Chemistry Specialist program, and a comprehensive suite

of continuous professional development programs including the highly successful International Pharmacy Graduate Program), and forged strong partnerships across the pharmacy and pharmaceutical science sectors, including those built with the Pharmacy Departments and Research Institutes of the Toronto Academic Health Sciences Network.

The breadth and diversity of research conducted at the Faculty has also transformed over this period. As a result of our expanded approach to pharmaceutical science research, our international reputation has extended to include expertise in pharmaceutical oncology, pharmacy practice research, nanotechnology, diagnostics and imaging technology, exploration of disease mechanisms and new drug targets, pharmacy education research, studies in global health, health services, care delivery, pharmacoconomics, and health policy. Our emphasis on these new research areas has added to our already established reputation as a world-class facility for biophysical chemistry, pharmaceuticals, pharmacology, drug metabolism, and toxicology research.



The Academic Planning Process

One of the key goals of this academic planning process was to engage our students, staff, faculty, and external stakeholders to reflect on what they value most about their work, study, or partnership at the Leslie Dan Faculty of Pharmacy, and to envision how we can enhance the unique strengths and impact of the Faculty. A Core Planning Team of 30 individuals representing students, staff, and faculty from all of our programs and research areas led this process. This group directed a consultation process that included more than 100 interviews. This provided the groundwork for an Academic Planning Summit attended by more than 120 people, where a vision for the Faculty was set and our strategic focus areas for the next five years were defined. Working groups refined the objectives identified at the Summit and outlined specific short- and medium-term objectives for each strategic focus

area. Finally, the Core Planning Team and the Dean's Advisory Group worked to blend the ideas from all the working groups into a cohesive academic plan.

Our diversity plays an important role in defining our identity. Through this process, it was rewarding to see that all of the various individuals and groups that make up the Leslie Dan Faculty of Pharmacy share a strikingly similar vision of what makes the Faculty unique and what we should aspire towards going forward. As a result, we have created a strong plan that leverages our diversity and other strengths that will guide our strategic decision making – including how and where we invest our resources, as well as how we engage with our various partners – for the next five years.

Our Environment

As we gathered perspectives on what we need to pay attention to as we look to the future, a portrait of a system in the midst of significant transformation emerged. The changing scope in what pharmacists can do, the increased focus on quality of care and relationships with patients, and the opportunity for pharmacists to assume an enhanced role in preventative and primary care were identified as important areas on which to focus. Our students, staff, faculty, and partners informed us that we need to respond to dramatic changes in funding models and opportunities for research, increasing demand for experiential education offerings for both undergraduate and graduate students, and increased competition for continuous professional development. Students expressed that they need to be better prepared to compete in an increasingly competitive job market, function in a continually changing environment, and have more choices in how their education is being delivered.

Through this process, our stakeholders identified a number of the Faculty's key strengths:

We have a breadth of excellent research that leads to new knowledge and informs practice. We have a highly productive, established group of internationally recognized researchers encompassing all areas of the pharmaceutical science fields (social, clinical, and basic science), as well as a number of world-class experts in key niche research areas.

We create a welcoming and supportive environment for students. Our faculty and staff care deeply about our students and are approachable and dedicated mentors.

We have a strong reputation and culture of performance. We are known for excellence in research, practice innovation, and for being creative problem solvers.

We have rich collaborations and diverse opportunities that add value to the student experience. Our wide range of programs give students access to experts from a variety of areas, and our joint programs, integrated courses, and diverse electives provide students with meaningful learning and career opportunities across a variety of pharmacy and pharmaceutical sciences environments.

We are situated at the nexus of the University, teaching hospitals, government, industry and community. Through our proximity to world-class hospitals, research institutes, government, industry, and community sites, we have incredible access to internationally recognized clinical and research faculty and can offer students the widest range of experiential opportunities in North America. The strength of the University of Toronto brand and reputation enables us to attract top faculty, staff, and students, and facilitates meaningful collaborations with other disciplines that provide rich learning experiences and opportunities for our students.



Core Strategic Elements: Mission, Vision, Values

The healthcare system needs leaders that can advance pharmaceutical science and pharmacy practice to maximize the contributions of pharmacists and generate new solutions to meet the increasingly complex demands of patients and health systems. As Canada's largest Faculty of Pharmacy, we have a unique opportunity to leverage our outstanding faculty, staff, and students to set a bold agenda that aligns our programs, asserts our leadership, and advances meaningful research and knowledge development that improves health in our local community, across Ontario, and around the world. Our Academic Plan 2016-2021 is the product of a series of conversations with our internal and external communities to create a five-year vision, define core strategic focus areas, and identify priorities and initial goals designed to advance pharmacy practice and pharmaceutical science research to prepare leaders who create innovative healthcare solutions.

Mission

We advance pharmacy practice and pharmaceutical science through world-leading education and research.

Vision

We are globally recognized for impactful research and fostering expert, innovative practice. Our faculty and graduates are leaders who continually advance science and practice to improve health through pharmaceutical care.

- Graduates and faculty of the Leslie Dan Faculty of Pharmacy are change agents, acting to continuously improve patient care, generate knowledge, shape the role of the pharmacist, and create innovative healthcare solutions. Our flexible, student-focused learning experience fosters graduates who are versatile, lifelong learners. Research is integrated into practice, and every student has a mentored experience to explore multiple career pathways.
- We are an incubator and catalyst for new ideas. Our faculty and students engage in collaborative research and innovative partnerships across disciplines, across the university, and around the globe. Students and external partners help shape our programs, and we are discovering and evaluating ways to create the highest quality, technologically-enabled learning experiences.

Our "INSPIRE" Values

- **I**Nclusiveness
- **S**ocial Accountability
- **P**rofessionalism
- **I**nnovation
- **R**espect
- **E**xcellence



Strategic Focus Areas 2016-2021

- 1. Advance Education Programs that Develop Leaders for Diverse and Emerging Careers*
- 2. Lead Innovations in Pharmacy and Pharmaceutical Science Education and Learner Engagement*
- 3. Grow our Scientific Impact*
- 4. Build a Distinct Organizational Identity*
- 5. Improve Health through Knowledge Translation and Policy Influence*

Strategic Enablers

- Engagement of students, staff, and faculty
- Integration across programs and disciplines
- Technology and media
- Communication
- Partnerships





Strategic Focus Areas: Objectives and Priorities

1. Advance Education Programs that Develop Leaders for Diverse and Emerging Careers

2021 Objectives

By 2021, our core programs and multiple learning pathways will prepare our graduates for increasingly diverse career options and practice innovation.

- We will create multiple individualized academic pathways that leverage the expertise of our faculty members and prepare students for a variety of emerging careers and practices.
- We will foster a culture of evidence-informed continuous program improvement that elevates the quality of our student experience and establishes us as a North American leader in pharmacy and pharmaceutical sciences education.

Initial Priorities for Action

- 1.1 Map out multiple pathways within and across programs (e.g., majors and minors, certificates, joint degrees, logical progression from one program to another).
- 1.2 Review and revise our graduate fields and develop a new opportunity for advanced clinical pharmacy practice education.
- 1.3 Review and renew our Continuous Professional Development programs, including the International Pharmacy Graduate program.
- 1.4 Review and renew our Pharmaceutical Chemistry Specialist program.
- 1.5 Align teaching, learning, and assessment within all academic programs.
- 1.6 Develop and implement robust program evaluation models for all academic programs.



2. Lead Innovations in Pharmacy and Pharmaceutical Science Education and Learner Engagement

2021 Objectives

By 2021, our programs will be incubators for teaching innovations and we will demonstrate our leadership in pedagogy through educational scholarship.

- We will effectively develop and integrate novel education strategies and technologies to optimize the learning experience.
- We will empower our faculty and staff to bring their best to teaching and learning.
- We will optimize practice-based/practicum-based learning.
- We will ensure the curriculum nurtures self-direction and collaborative decision-making through active learning.

Initial Priorities for Action

- 2.1 Identify teaching innovations and share them across all of our programs.
- 2.2 Explore and integrate new technologies to enhance course delivery and ensure we have an effective infrastructure for sharing innovations.
- 2.3 Increase the capacity of the Office of Experiential Education to effectively support all programs.
- 2.4 Empower our faculty to be excellent teachers and to engage in impactful educational scholarship.
- 2.5 Engage, support, and expand our network of experiential preceptors for all programs.
- 2.6 Enhance our ability to track and support individual learner progress longitudinally across all programs.
- 2.7 Enhance collaborative learning in the curriculum.



3. Grow Our Scientific Impact

2021 Objectives

By 2021, we will be global leaders in pharmaceutical sciences from drug discovery to drug therapy and policy. Through our partnerships among researchers, educators, students, health care providers, and decision makers, we will identify and create knowledge that advances science and drives practice, policy, and investment on the medication related questions that matter most. We will have diverse, innovative channels for sustainable funding for our full range of research programs.

- We will invest in our infrastructure to support our core research areas.
- We will increase the impact of our research.
- We will increase the visibility of our research.

Initial Priorities for Action

- 3.1 Define our research strengths and focus areas in a way that is clear, concise, and highlights our diversity.
- 3.2 Invest in core infrastructure needs for our focus areas to ensure our research has the greatest impact.
- 3.3 Identify and fully leverage a wide range of funding opportunities.
- 3.4 Support strong integrated teams that will be competitive for collaborative grant applications.
- 3.5 Engage with partners to identify, shape, and respond to the most important research issues and enhance our impact.
- 3.6 Measure and communicate the impact of our research.
- 3.7 Build ways to recognize, reward, and promote the best and most promising researchers across all career stages (including learners) at the Faculty.



4. Build a Distinct Organizational Identity

2021 Objectives

By 2021, our unique research and pedagogical expertise and impact will be recognized internationally. We will attract the highest quality students, staff, and faculty from across Canada and around the globe.

- We will embrace change and evolve an organizational culture that embodies our “INSPIRE” values.
- We will revise and refine how we communicate the strengths of our programs and our research.
- We will refine our recruitment strategies for students, faculty, and staff to reflect our core identity and ensure that all programs receive equal attention.
- We will define our distinct educational programs and research strengths to develop a communications plan to showcase our unique impact on science, the field of pharmacy, and the educational experience at the Faculty.

Initial Priorities for Action

- 4.1 Review and assess existing marketing and communications activities and materials.
- 4.2 Analyze our stakeholders and define our value proposition for each audience.
- 4.3 Identify and engage expertise to support development and implementation of our communications plan.
- 4.4 Create a comprehensive communications plan.
- 4.5 Develop core branding, marketing, and communication materials.
- 4.6 Develop program-level recruitment strategies for students (in all programs), faculty, and staff.



5. Improve Health through Knowledge Translation and Influence on Policy

2021 Objectives

By 2021, we will leverage our expertise to influence public conversations about pharmaceutical care, pharmaceutical science, and the role of the pharmacist that improve health and enhance the optimal use of drugs in the healthcare system.

- We will create public forums to engage a broad range of stakeholders and the public around health and pharmaceutical policy issues of broad interest.
- We will optimize opportunities to engage in multi-stakeholder collaborations that impact the health of Canadians.
- We will create opportunities in collaboration with governments and enhance our impact in our local, national, and global communities.
- We will establish ourselves as credible thought leaders in pharmacy practice, policy, and pharmaceutical science.

Initial Priorities for Action

- 5.1 Work collaboratively across the Faculty to organize symposia on topics of national and global interest.
- 5.2 Create a stronger public and private sector presence for our research and a forum for showcasing our work.
- 5.3 Align and integrate our knowledge translation and policy priorities with those of the University.

Resources

Support for the priorities and activities contained in this academic plan will be achieved by identifying efficiencies and re-deploying resources within the current operating budget of the Leslie Dan Faculty of Pharmacy, focusing on ongoing advancement efforts, and modest growth in programs.

Significant effort will be employed to differentiate our PharmD program from others across North America especially with respect to opportunities to select unique pathways that lead to a wide range of careers. Modest growth is planned for our PharmD for Pharmacists program and our MSc and PhD programs. Recruitment strategy priorities will focus on attracting the highest quality applicants as well as continuing to support our diverse student cohort for all of the Faculty's programs. Our continuous professional education offerings will also be reviewed, updated, and enhanced to capitalize on expanding scopes of practice and growing interest in lifelong learning.

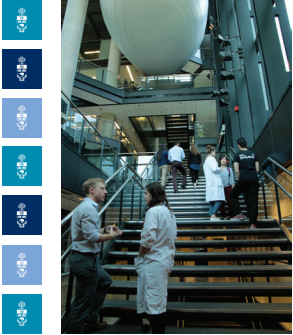
A number of faculty retirements are anticipated over the next five to ten years. New faculty hires will be made in areas of strategic focus. We will continue our commitment to diversity and excellence in all faculty recruitment efforts. No significant net change in faculty complement is planned.



A new academic administrative structure was introduced July 1, 2016 to facilitate the implementation of this new academic plan.

Investments in faculty and staff development, information technology infrastructure, research support, and communications will be made to support the implementation of this plan. Funding for these investments will come from current grants, anticipated retirements, growth in continuous professional development programs (including the International Pharmacy Graduate program), and advancement activities. As our space needs change, increasing the efficient use of current space and renovating existing space to support our research and student initiatives will be priorities.

A new advancement plan will be developed to focus on the priorities outlined in this plan. Advancement priorities will reflect our emphasis on enhancing the student experience by developing and supporting multiple pathways within and across our educational programs and the innovative use of technology in course delivery. New funding will be sought to enhance the student experience and support our research areas of strength, including our research centres.



Measuring Our Success/Tracking Our Progress

As we move forward with this bold agenda, we will be tracking our progress through a set of core measures, including:

- Education quality indicators across all programs
- The creation of differentiated academic pathways available to students and their utilization
- Career placements of our graduates
- The integration of new technologies into our teaching and mentoring of students
- Sharing and adoption of teaching innovations
- Clarity and awareness of research strengths and focus areas
- Research impact and dissemination
- Recognition and awards in research and education
- Brand awareness
- Impact and attendance at public forums around health and pharmaceutical policy issues of broad interest



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