



**FOR INFORMATION**

**PUBLIC**

**OPEN SESSION**

**TO:** Academic Board

**SPONSOR:** Cheryl Regehr, Vice-President & Provost  
**CONTACT INFO:** (416) 978-2122, [provost@utoronto.ca](mailto:provost@utoronto.ca)

**PRESENTER:** See Sponsor  
**CONTACT INFO:**

**DATE:** March 2, 2023 for March 9, 2023

**AGENDA ITEM:** 6

**ITEM IDENTIFICATION:**

Leslie Dan Faculty of Pharmacy's *Emerge, Thrive and Lead: Academic Plan 2022-2027*

**JURISDICTIONAL INFORMATION:**

Divisional academic plans are considered by the Academic Board for information and feedback.  
(*Academic Board, Terms of Reference, Section 5.1*)

Prior to approval by the Provost and presentation to the Planning & Budget 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] February 27, 2023
2. **Academic Board [for information and feedback] March 9, 2023**

**PREVIOUS ACTION TAKEN:**

The Academic Plan was endorsed in principle by the Leslie Dan Faculty of Pharmacy's Council on September 20, 2022.

**HIGHLIGHTS:**

The Leslie Dan Faculty of Pharmacy's Academic Plan, *Emerge, Thrive and Lead* (2022-2027) was developed through input sessions with the LDFP Leadership Table, the Dean's Advisory Council, Faculty member groups, and the Equity, Diversity and Inclusion Working Group. The plan is informed by the 2018-19 Provostial review of the Faculty.

This plan was created in line with the Guidelines on Divisional Academic Planning, which were confirmed by the Executive Committee on February 9, 2015. The Leslie Dan Faculty of Pharmacy's previous plan ended in 2021, and this will be the first plan under the current dean.

The Academic Plan identifies six high-level themes:

- 1. Champion Equity, Diversity, and Inclusion:** “Systemic racism and other forms of discrimination erode our individual and collective potential. They perpetuate injustice and harm our health. By expanding our work in equity, diversity, and inclusion, we will embrace, integrate, and advance these principles as essential and foundational components in our teaching, learning, research, and administrative practices.”
- 2. Educate Pharmacy for Tomorrow:** “Medications are an essential part of health care. As medication experts and patient care providers, pharmacists have significant opportunity to strengthen health care, improve people’s quality of life, and inform policy that will lead to more sustainable health systems. As pharmaceutical scientists, we will build new and better medications and devices to improve health. Our educational transformation will be shaped by flexibility and adaptability while training our students to take up roles and responsibilities in the health systems and science communities of the future.”
- 3. Deliver Impact through Cutting-Edge Discovery:** “How do we turn a molecule into a medication or build novel technologies to personalize therapies and increase effectiveness? How do we ensure better uptake of real-world evidence to inform more equitable medication use and access decisions? By focusing on interdisciplinary and multisector collaboration, we will propel and enhance the impact of our scientific discoveries to further advance science, health care, and healthier societies.”
- 4. Build Leadership, Wellness, and Community:** “Uncertain and unstable circumstances reveal opportunities for compassionate and courageous leadership. They also reinforce the need for community and connection. We will continue to learn and grow based on our experience with the COVID-19 pandemic by prioritizing the wellness of our students, faculty, and staff and cultivating leadership across our community.”
- 5. Advance Use of Digital Technology:** “Technologies are changing the practice of pharmacy and the approach to scientific inquiry. Technology also enables everyday work and helps to create innovative learning environments. We will advance our expertise and capabilities in the use of technology to improve education, research, and administration.”
- 6. Support Sustainability in Health Care:** “Addressing sustainability is crucial to building a better future. We continue to witness the disproportionate health impacts of climate change and the need to enhance environmental sustainability in health care. The pandemic has made more visible deep-rooted and systemic challenges to the sustainability of our health care workforce. We will work to provide education and opportunities for collaboration that will support sustainability in health and health care.”

The plan also identifies detailed goals and objectives related to each of these themes. It was considered by the Provost's Advisory Group on June 29, 2022.

**FINANCIAL IMPLICATIONS:**

There are no immediate financial implications at the point of adopting a new academic plan. As the plan moves into the implementation phase, new initiatives will be brought forward and financial implications will be reviewed as part of the University's established budget planning and approval processes.

**RECOMMENDATION:**

This item is *for information and feedback only*.

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**DOCUMENTATION PROVIDED:**

- Item Cover Sheet - Leslie Dan Faculty of Pharmacy's *Emerge, Thrive and Lead: Academic Plan 2022-2027*
- Item - Leslie Dan Faculty of Pharmacy's *Emerge, Thrive and Lead: Academic Plan 2022-2027*



# emerge, thrive and lead

ACADEMIC PLAN 2022-2027



UNIVERSITY OF TORONTO  
LESLIE DAN FACULTY OF PHARMACY



# Why Pharmacy?

To build healthier societies, we need future-oriented leaders who will advance pharmacy practice and pharmaceutical science and generate new solutions to meet the increasingly complex needs of patients and health systems.

We wish to acknowledge this land on which the University of Toronto operates.

For thousands of years, it has been the traditional land of the Huron-Wendat, the Seneca, and most recently, the Mississaugas of the Credit River. Today, this meeting place is still home to many Indigenous Peoples from across Turtle Island, and we are grateful to have the opportunity to live and work on this land.

At the Leslie Dan Faculty of Pharmacy, we recognize the social and structural systems that have and continue to create inequities and injustices that disproportionately impact Indigenous Peoples. We commit to the learning and unlearning needed to move forward on the path of reconciliation.

The students and faculty at the Leslie Dan Faculty of Pharmacy are moving the profession and the science forward in ways that have not been considered before.

We bring together Canada's leading scientists, researchers, and educators in the heart of Toronto's innovation and health research ecosystem.

## WHO WE ARE

We are exploring and pushing the limits of the profession and the science resulting in better medications, a better health system, and better health.



# MESSAGE FROM THE DEAN

The overarching theme of *Emerge, Thrive, and Lead* recognizes that we are emerging from the crisis point of a global pandemic and resultant time of incredible responsibility, change, and growth in pharmacy and pharmaceutical science. More than ever, we have seen that solving the critical health problems of our time requires convergence, adaptability, and flexibility. It requires that we build on our interconnectedness by understanding the societal circumstances that deeply impact our lives and work. And it requires that we meet the urgent pace of change with innovations that advance science and pharmacy practice to improve health.

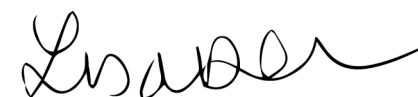
In this Academic Plan, we map out how we are moving forward with greater insight into what matters most and with a renewed focus on what is needed to build healthier, more equitable societies. We set clear goals and priorities to guide our efforts and ensure we are building an environment where all students, faculty, and staff thrive and are engaged in defining the future of pharmacy and pharmaceutical science. Through in-depth consultation and engagement, we have collectively created a dynamic five-year plan that meets the moment and reflects our aspirations and commitment to building a better future.

Over the next five years, we will delve into new and alternative ways to deliver education programs, conduct research, and create innovative health care. We will work to dismantle the pervasive systems and structures that generate racism and discrimination and create barriers to progress and change. We will reimagine and retool our curriculum to ensure the pharmacists we train are prepared to meet the diverse needs of patients and society now and in the future. Through broader collaboration and clarity of purpose, we will accelerate the speed with which new discoveries are applied and adopted into clinical practice. We will modernize our technologies and renew our physical spaces to create leading-edge, inviting, and inclusive learning environments. We will actively and intentionally build bridges to connect our work with industry, policy, and people so that it can be impactful and useful beyond university walls. We will support

sustainability in health care by addressing the health effects of climate change through pharmacy care as well as the environmental impacts of pharmaceutical health care.

These are far-reaching, ambitious goals. And we have what it takes to achieve them. At the Leslie Dan Faculty of Pharmacy, we are recognized worldwide for our outstanding scholarship, ingenuity, creativity, and impact. Our faculty, students, staff, and alumni come together to create a vibrant, collaborative environment rich with possibilities. We are at the forefront of redefining pharmacy's impact in health care and developing the capacity of pharmaceutical science to pinpoint better therapeutic targets, create new ways of building medications, and ensure medication use is safe and effective.

Above all, we will work together to achieve our full potential. The last few years have been turbulent, and we continue to grapple with and learn from our experiences. By clearly defining our priorities, this Academic Plan will guide and unify our efforts so that we accomplish what we set out to do. We will track, evaluate, and communicate our progress, and I look forward to the many opportunities for collaboration and creation that this plan provides.



**LISA DOLOVICH**  
Professor and Dean  
Leslie Dan Faculty of Pharmacy  
University of Toronto





## FACTS + FIGURES

+1,400 students and learners across six programs

Ranked in top 10 globally – QS World Ranking by Subject 2022

+\$13 million in annual research funding (2022)

+500 research publications per year

+1,000 PharmD preceptors across Ontario and internationally

+400,000 hours of experiential education rotations

Research collaborations in +40 countries

**Our Mission:** We advance pharmacy practice and pharmaceutical science through world-leading education and research.

**Our 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.



### OUR INSPIRE VALUES

- INclusiveness
- Social Accountability
- Professionalism
- Innovation
- Respect
- Excellence



## THEME 1

# Champion Equity, Diversity, and Inclusion

equity  
diversity  
inclusion  
belonging  
Indigenization  
reconciliation  
justice  
engagement  
accountability

Systemic racism and other forms of discrimination erode our individual and collective potential. They perpetuate injustice and harm our health. By expanding our work in equity, diversity, and inclusion, we will embrace, integrate, and advance these principles as essential and foundational components in our teaching, learning, research, and administrative practices.

## GOALS AND OBJECTIVES:



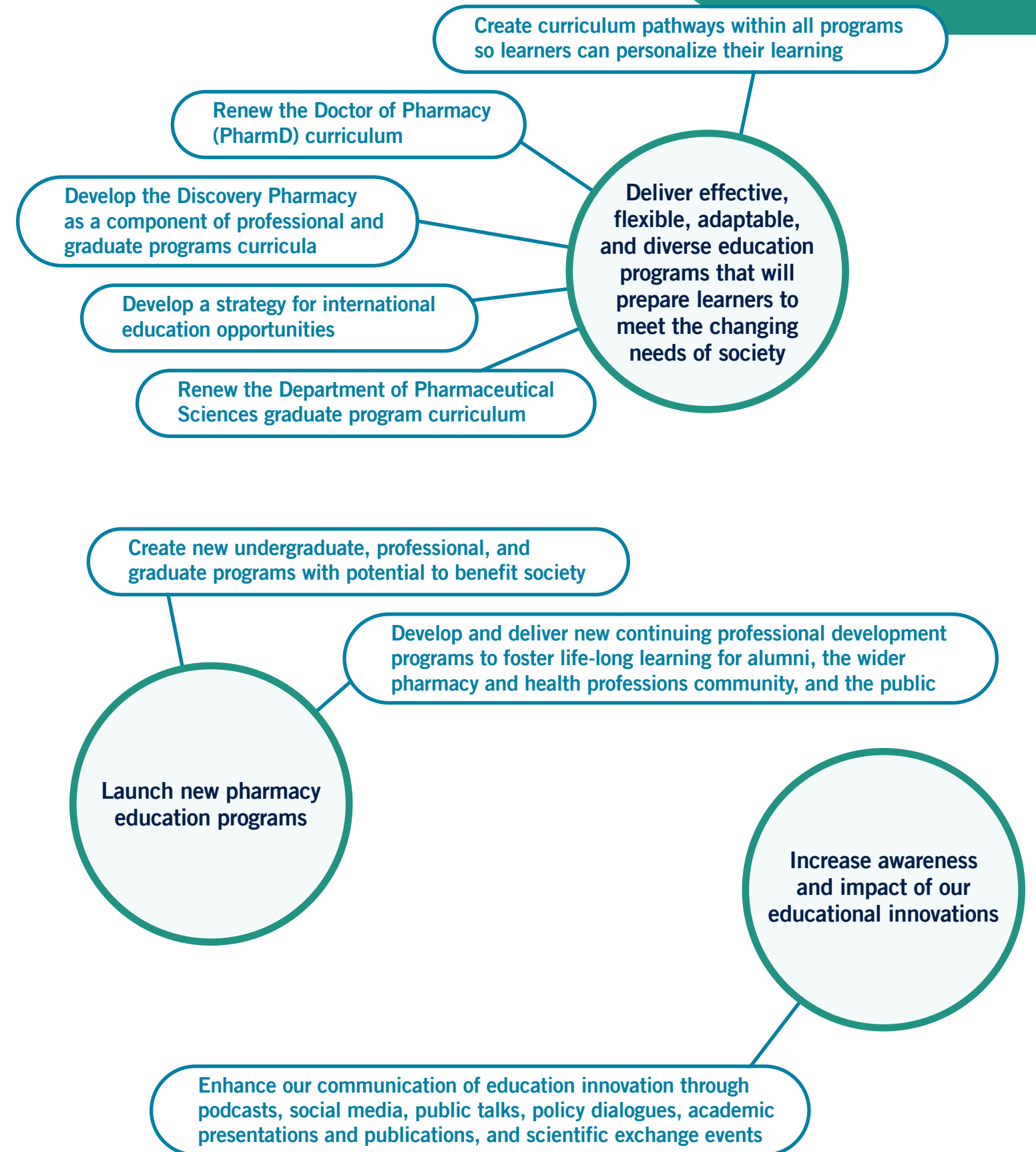
## THEME 2

# Educate Pharmacy for Tomorrow

Medications are an essential part of health care. As medication experts and patient care providers, pharmacists have significant opportunity to strengthen health care, improve people's quality of life, and inform policy that will lead to more sustainable health systems. As pharmaceutical scientists, we will build new and better medications and devices to improve health. Our educational transformation will be shaped by flexibility and adaptability while training our students to take up roles and responsibilities in the health systems and science communities of the future.

new and  
renew  
flexible  
adaptable  
nimble  
leadership  
life-long learning  
transformation

## GOALS AND OBJECTIVES:



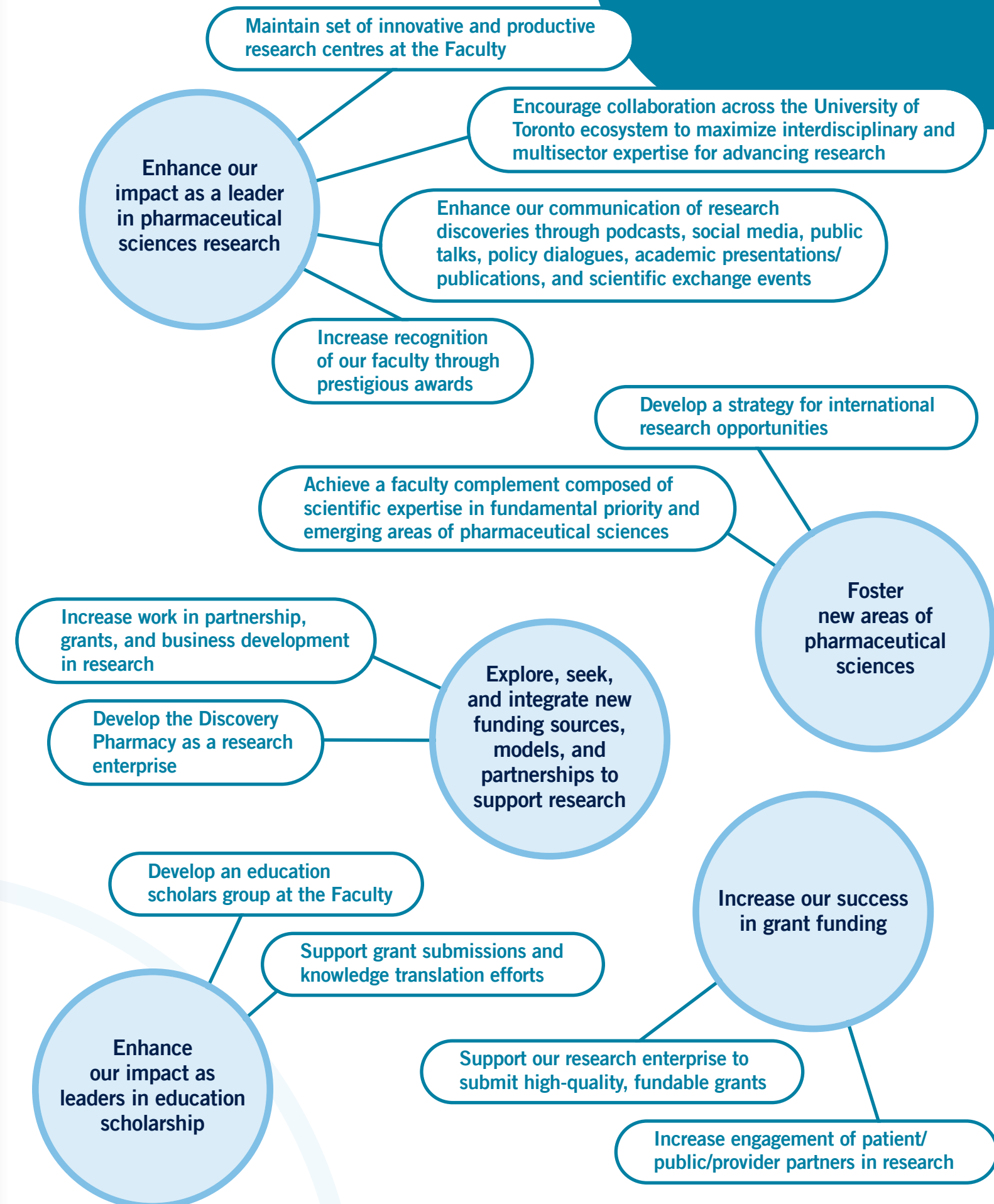
## THEME 3

# Deliver Impact through Cutting-Edge Discovery

How do we turn a molecule into a medication or build novel technologies to personalize therapies and increase effectiveness? How do we ensure better uptake of real-world evidence to inform more equitable medication use and access decisions? By focusing on interdisciplinary and multisector collaboration, we will propel and enhance the impact of our scientific discoveries to further advance science, health care, and healthier societies.

drug discovery & drug development  
knowledge translation  
collaboration  
patient impact  
real-world evidence

## GOALS AND OBJECTIVES:





## THEME 4

# Build Leadership, Wellness, and Community

Uncertain and unstable circumstances reveal opportunities for compassionate and courageous leadership. They also reinforce the need for community and connection. We will continue to learn and grow based on our experience with the COVID-19 pandemic by prioritizing the wellness of our students, faculty, and staff and cultivating leadership across our community.

pandemic recovery  
leadership  
mental health  
resilience  
self-management  
internal contingency planning  
space planning

## GOALS AND OBJECTIVES:



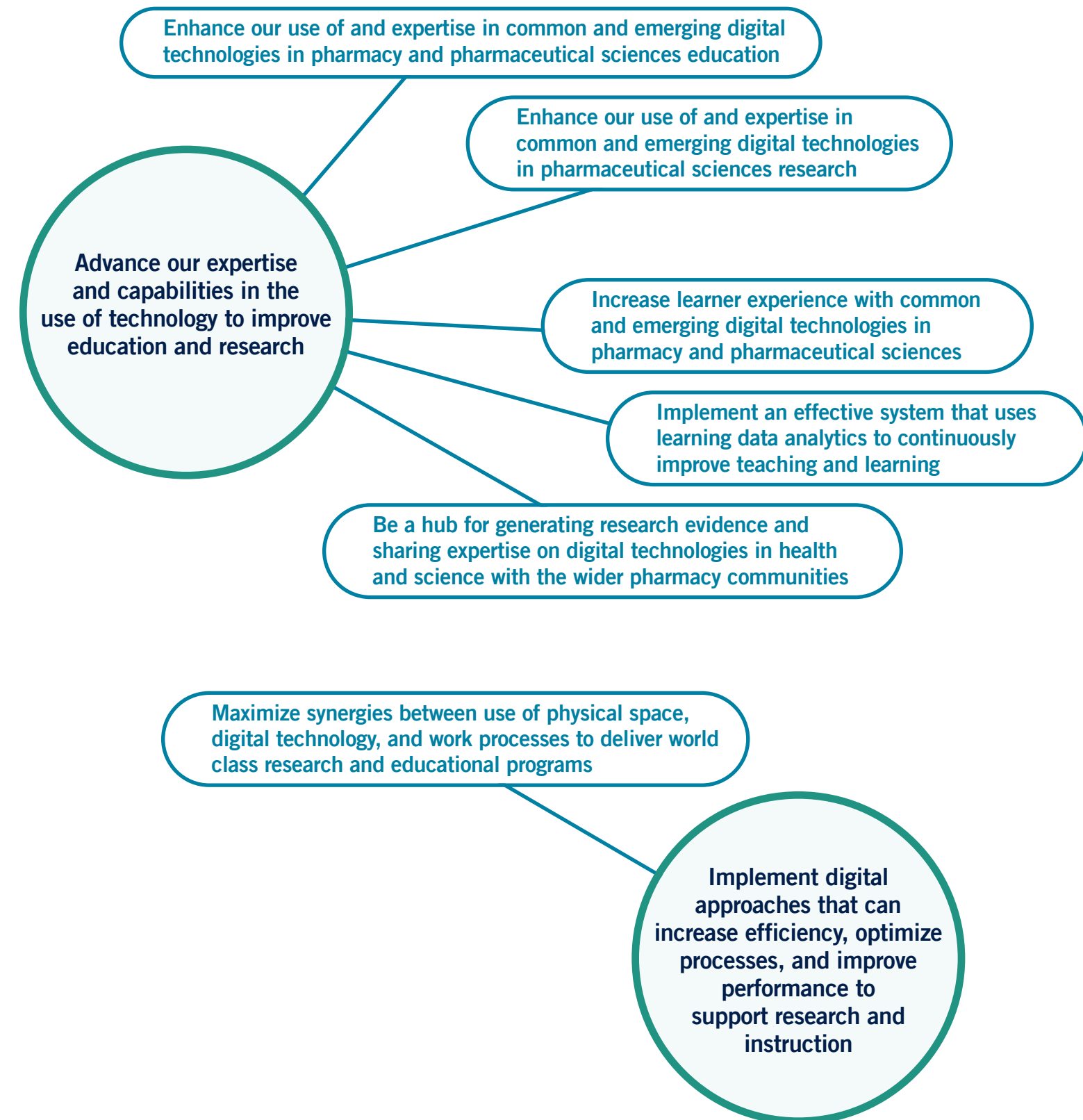
## THEME 5

# Advance Use of Digital Technology

Technologies are changing the practice of pharmacy and the approach to scientific inquiry. Technology also enables everyday work and helps to create innovative learning environments. We will advance our expertise and capabilities in the use of technology to improve education, research, and administration.

digital health  
education  
technology  
continuous  
improvement  
computational  
pharmaceutical  
sciences

## GOALS AND OBJECTIVES:



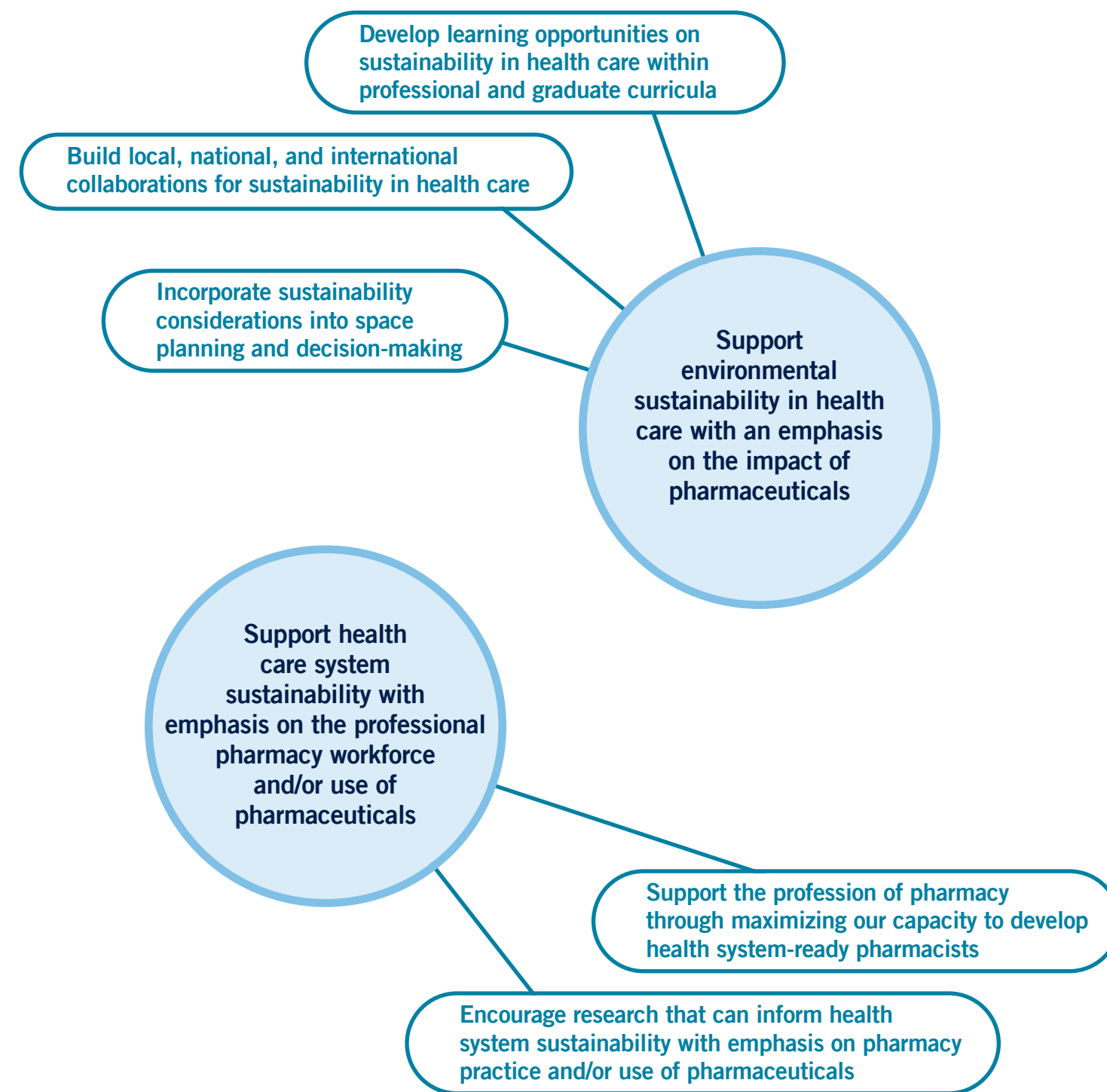
THEME 6

# Support Sustainability in Health Care

Addressing sustainability is crucial to building a better future. We continue to witness the disproportionate health impacts of climate change and the need to enhance environmental sustainability in health care. The pandemic has made more visible deep-rooted and systemic challenges to the sustainability of our health care workforce. We will work to provide education and opportunities for collaboration that will support sustainability in health and health care.

sustainability  
education  
collaboration  
climate change  
environmental  
resilience  
advocacy

## GOALS AND OBJECTIVES:





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