Over the next five years, the Leslie Dan Faculty of Pharmacy is committed to becoming one of the preeminent Faculties of Pharmacy in the world. We will benchmark our accomplishments against other top Faculties in research, education, and leadership. To these traditional three standards we have added a fourth measurement – caring – which will assess how our graduates meet society’s needs and how we meet the social development needs of our students. Tremendous external forces are bearing down on our profession and as a socially responsible unit, we must make our decisions on resource allocation and program development to assure that our outcomes improve healthcare.

As one of the largest faculties of pharmacy in North America we stand ready to meet these challenges. I believe the excellence of our faculty, staff and students combined with the support of our practice partners, other health science disciplines, alumni, and donors will allow us to meet the ambitious goals identified in our strategic plan.

We have taken enormous strides over the last ten years to build our infrastructure, grow our faculty and increase our student numbers. We are the leading research Faculty in Canada and are competitive at many levels with the best schools in North America. The home for our Faculty is both beautiful and supportive of outstanding scholarship and education. We are a partner in one of the largest, most productive Academic Health Science Centres in the world. Our commitment to being a leader in pharmacy education is reflected in our new professional curriculum that exceeds accreditation requirements and meets the standards for Pharm.D. programs. We have also launched a combined B.Sc.Phm – Pharm.D. program for our current students and we are developing new post-graduate training opportunities for practicing professionals. Each of these programs is designed to produce pharmacists with the advanced practice skills required by our society.

Our last strategic plan set a strong direction for the Faculty. We will continue our commitment to excel in research that improves health care, to provide cutting edge educational programs that meet the needs of society, and to engage our community in these efforts. We will also be sensitive to the caring aspect of our profession and teach these values to our students. As a Faculty we will demonstrate what it means to care in our interactions with students, the profession, and our global community.

While there are many challenges that we will face going forward, we also have the greatest opportunity in our history to positively impact the health of Canadians. As you will see in the pages that follow, we will not let our opportunity to make a difference go unanswered.

Henry J. Mann, Pharm.D., FCCP, FCCM, FASHP
Dean and Professor
Leslie Dan Faculty of Pharmacy
University of Toronto
The external forces impacting our course

Regulatory
- Changes to the Ontario Drug and Pharmacies Regulation Act enhance the scope of practice for Pharmacists allowing them to order laboratory tests in order to facilitate medication therapy management, administer substances by injection or inhalation, and prescribe medications.
- Lifelong learning requirements for practicing Pharmacists.
- The regulation of pharmacy technicians.
- An enhanced scope of practice for other regulated health care providers in Ontario.
- The Blueprint for Pharmacy is shaping the profession through its development of a vision for the future of pharmacy in Canada.

Socio-Cultural
- Healthcare and the economy remain top priorities in our society.
- An aging demographic presents implications for both patients and health professionals.
- Shifting values, lifestyles and other behavioural variables are influencing the customization of health care.
- Demand is strong for translational research that leads to improved health outcomes.
- The obligation to meet the health needs of populations locally and globally is a social responsibility.

Political
- A health care team approach to patient care is emerging.
- Political pressure is influencing pharmacy practice and all health care providers to move to an interprofessional model.
- The compensation structure for pharmacy has become unsteady as a result of reduced generic drug pricing.

Economic
- There is a shift in employment opportunities for Pharmacists.
- Stepping up to make a difference in patient care requires a new model of practice.
- There exists a shortage of clinical faculty in educational institutions. Who will lead the next generation of professionals?
- Economic pressures are impacting endowment revenues and opportunities to secure research funding. There is mounting pressure on universities to find innovative solutions.
- Ability to compete in a global market – how will a PharmD degree designation increase competitiveness.

Technological
- Electronic health records place new demands on health care providers, patients, and business logistics.
- Automated dispensing machines will influence a new model in pharmacy practice.
- New technologies in education and research put pressure on universities to keep pace.

How will external forces inform our direction? Goals and strategies will be shaped by economic, technological, political and socio-cultural trends. It is up to us to seize the opportunities presented to us by these trends and to avert the impact of any threats. How we respond to the uncontrollable external environment can make the difference between being good at what we do, and being the global leaders responsible for shaping pharmacy research and practice.

Environmental Scan

“And we are confronted with rapid changes in the landscape of higher education and advanced research, locally, provincially, nationally, and globally.”

UofT Towards 2030 Synthesis Report, President’s forward.
As with most strategic planning, articulating high level goals is often intuitive. In education, quality programming, enhancing the student experience, expanding research initiatives, and nurturing partnerships form the foundation at any responsible university. As we reflected on our future direction, we considered the issues that came forward in our environmental scan and asked ourselves how we might manage these forces in relation to our five strategic priorities.

Establishing our priorities

OUR PRIORITIES WILL LEAD US IN BEING A PRE-EMINENT CENTRE FOR PHARMACEUTICAL KNOWLEDGE AND PRACTICE, THROUGH ADVANCEMENTS IN RESEARCH, TEACHING AND SERVICE

SHAPE

Strengthen our infrastructure by affecting change

STRENGTHEN

Create the future through our research initiatives

CREATE

Champion success by enhancing the student experience

SUCCEED

Foster leadership by empowering and engaging our people

EMPOWER

We also listened to what our scores of stakeholders had to say about us. How would the issues brought forward in our consultations help us craft our priorities, articulate our goals, and identify strategies to achieve our desired outcomes? The table below identifies the goals for each priority area, while the subsequent pages provide an in-depth look at strategies that will advance these goals.

<table>
<thead>
<tr>
<th>Priorities</th>
<th>Goals</th>
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| Shape the profession through excellence in teaching and learning | 1. Implement a cutting-edge pharmacy curriculum based on patient-centered care.  
2. Engage our partners in developing innovative and service-enhancing models of experiential education. |
| | 3. Respond to market opportunities that support the creation of new graduate and undergraduate programs and program models.  
4. Put in place mechanisms to attract and develop excellent teachers, mentors, and researchers.  
5. Enhance the role of technology in supporting student choices in learning, flexibility in scheduling, and resolution of space efficiencies.  
6. Implement a program evaluation system to benchmark quality.  
7. Develop continuing and professional education programs that impact health outcomes.  
8. Become known as the best place for Pharmacy graduate and undergraduate education. |
| Create the future through our research initiatives | 1. Expand the impact of our research on local and global health outcomes.  
2. Maximize the growth of our research enterprise.  
3. Promote a culture that embraces the value and contribution of research to the profession of pharmacy. |
| Champion success by enhancing the student experience | 1. Attract the best and brightest students to our Faculty.  
2. Enhance mechanisms to enable student success at the Faculty.  
3. Create a consistent positive experience for students at the Faculty that translates to robust future alumni relationships and engagement.  
4. Expand student financial support. |
| Foster leadership by empowering and engaging our people | 1. Create and launch a ‘Leadership Institute’.  
2. Use knowledge translation to inform health policy that improves patient care.  
3. Identify, recruit, and engage the top Pharmacy leaders with our Faculty.  
4. Develop leadership potential across the Faculty. |
| Strengthen our infrastructure by affecting change | 1. Develop an organizational structure that aligns with our strategic plan and enables us to achieve our goals.  
2. Develop an aggressive marketing and communications initiative for the Faculty.  
3. Align information technology to support the operational, marketing, research, teaching and learning needs at the Faculty. |
Fundamental to our mission is our commitment to excellence in teaching and learning. With this in mind, the Leslie Dan Faculty of Pharmacy is developing programs that deliver more than pharmacy specific skills and knowledge. We know that for our graduates to succeed they need critical thinking, problem solving and communication skills. They must learn to be adaptable to change, flexible, and nimble in a rapidly shifting knowledge economy.

As such, we have developed a new cutting edge pharmacy curriculum with an enhanced emphasis on these critical skills. Our medication therapy management and pharmacotherapy courses along with an early and expanded experiential component will not only deliver a solid base for pharmacy practice, but will contribute to the health and wellbeing of our citizens. The pharmacists we educate will have expanded expertise in disease management and prevention.

Our new curriculum, which launched in September 2011, is firmly based on the outcomes of a PharmD degree and, obtaining the desired designation is critical to our status as a global leader in pharmacy education. We will continue to deliver our message in this regard.

For our 2012 through 2014 graduating classes, we are implementing a combined BScPhm/PharmD program as we transition into our new curriculum. At the time of publication, our faculty are working diligently on rolling out the new undergraduate curriculum and that of the combined program.

Paramount to our faculty members’ commitment to teaching and research is our equal commitment to provide them with the faculty development supports necessary to be outstanding teachers, mentors, and researchers. This extends beyond the walls of our building. It means we need to reach out and ensure that we meet the learning needs of all practitioners who make it their business to educate the leaders of tomorrow.

For practitioners wishing to continue their formal studies, we continue to offer an outstanding post-baccalaureate PharmD program, and a diverse range of Masters and PhD programs. We are also exploring ways to work with our hospital partners to further develop residency and fellowship opportunities.

Our continuous professional development (CPD) arm of the Faculty, while relatively new, has carved out unique niche programs and implemented new approaches to continuing professional education. We have an obligation to develop programs that provide practitioners with the skills to improve practice and enhance health outcomes.

As we address and reach each of our goals, we move that much closer to our aim of becoming the destination of choice for excellence in pharmacy education.
Goal 1: Implement a cutting edge pharmacy curriculum with an enhanced emphasis on pharmacotherapy, medication therapy management, early practice experience, interprofessional learning, and a customizable course portfolio in the final year of study.
Strategies
A. In September 2011, roll-out the first year of the new curriculum.
B. By March 2012 and each subsequent year through to December 2014, fully integrate the content, learning objectives, teaching methods and assessment components of all courses for years 2 through 4 of the undergraduate program.
C. Incorporate research experience into the undergraduate curriculum.

Goal 2: Engage our community, hospital and family health team partners in helping us develop innovative and service-enhancing models for experiential training.
Strategies
A. Establish communities of practice and practice site-based coordinators to support the experiential program.
B. Establish an advisory group to inform the experiential learning components of the undergraduate and graduate programs.

Goal 3: Respond to market opportunities that support the creation of new graduate and undergraduate programs and program models.
Strategies
A. Conduct an audit of current undergraduate, graduate, and Pharmaceutical Chemistry programs for continued relevance.
B. Develop a combined BScPhM / PharmD program model.
C. Develop post-graduate training programs for clinical practitioners.
D. Pursue opportunities for combined programs (for example, PharmD/MBA, PharmD/PhD, PharmChem/PhD, Professional Masters, and other collaborative programs.

Goal 4: Put in place mechanisms to attract and develop excellent teachers, mentors, and researchers.
Strategies
A. Implement semi-annual faculty development workshops.
B. Implement a series of residency preceptor training workshops through our CPD office.
C. Offer semi-annual preceptor training workshops.
D. Establish a mentorship program to support faculty in pursuing research initiatives.
E. Design a faculty development program targeted to academic hires. Identify and take advantage of existing opportunities within the University that can be leveraged with this initiative.

Goal 5: Enhance the role of technology in supporting student choices in learning, flexibility in scheduling, and resolution of space efficiencies.
Strategies
A. Develop an implementation plan to integrate technology into all graduate and undergraduate programs to enhance learning and maximize efficiencies.
B. Put in place a fully developed distance education model of the Canadian Pharmacy Skills Program for International Pharmacy Graduates (IPGs).
C. Identify opportunities for development of Post-Graduate Certificates in key clinical areas.
D. Formalize our strategy for developing and delivering CPD to international markets.
E. Formalize our strategy for promoting CPD research initiatives.
F. Expand our technology infrastructure to increase our reach.

Goal 6: Develop continuing and professional education programs that provide practitioners with skills to impact health outcomes.
Strategies
A. Develop new niche programs to address enhanced scope of practice educational needs.
B. Put in place a fully developed distance education model of the Canadian Pharmacy Skills Program for International Pharmacy Graduates (IPGs).
C. Identify opportunities for development of Post-Graduate Certificates in key clinical areas.
D. Formalize our strategy for developing and delivering CPD to international markets.
E. Formalize our strategy for promoting CPD research initiatives.

Goal 7: Become known as the best place for Pharmacy undergraduate and graduate education.
Strategies
A. Leverage our marketing and communication initiatives to promote our accomplishments and expand our presence globally.
B. Promote our faculty development programs internationally.
C. Establish internal and external collaborative partnerships that elevate our stature and reputation.
D. Develop a mechanism that supports the nomination of outstanding faculty for national and international awards.

Goal 8: Implement a program evaluation system to benchmark quality.
Strategies
A. Implement a new course evaluation framework based on the University guidelines. (aim for 75% or greater response)
B. Establish a working group to develop and implement a program review framework.
C. Put in place a mechanism for program review for the purpose of meeting accreditation requirements for benchmarking quality.
D. Implement a mechanism to capture feedback on the strengths and weaknesses of the Faculty’s graduates.
Create the Future through our Research Initiatives

The outstanding research performance of the Leslie Dan Faculty of Pharmacy has resulted in faculty recognition both nationally and internationally. Our focus on drug therapy is unique within the University of Toronto, while the scope and importance of our research has made us a leader in some areas of pharmaceutical research in Canada.

Our location within the University of Toronto and the proximity to several major health care institutions places our Faculty in an excellent position to serve as a centre for pharmaceutical research through enhancement of collaborative research opportunities.

Towards 2030 identifies key objectives for research within the University; specifically, maintaining our research-intensive culture, enhancing our global reputation for the generation of new ideas and transformative discoveries, and contributing substantially to the prosperity of the Toronto region, Ontario and Canada.

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The challenge for the Leslie Dan Faculty of Pharmacy is to measure the impact of our research against recognized leaders in pharmacy. This may require looking beyond publication rates and grants to providing evidence our research programs are making a difference.

The focus of our research has to change from isolated individual research, which in itself is important, to one of collaborative endeavours if we are going to maintain our status of a first-class research Faculty and “create the future”. Collaborative initiatives will undoubtedly enhance success rates in research funding during times of austerity. Our research must continue to have an impact on healthcare.

Ground-breaking discoveries have occurred in our laboratories. Beyond drug discovery, our advancement in diagnostics and our clinical research initiatives play a significant role in improving health outcomes globally.

Goal 1: Expand the impact of our research on local and global health outcomes.

Strategies:
A. Identify ways in which clinical, social, administrative, and pharmaceutical sciences research can be integrated for the purpose of addressing world class research questions that benefit patient care.
B. Partner strategically to enhance our research strength. Explore local and global opportunities that lead to the creation of Centres of Excellence (for example, Centres for Translational Drug Research; Centre for Molecular Design and Preformulation; EDU’s – such as partnerships with Pharmacology / Toxicology).
C. Develop a formal process for clinical faculty and our TAHSN partners to move practice forward and enhance our impact on patient care.

Goal 2: Maximize the growth of our research enterprise.

Strategies:
A. Conduct an audit of current research for the purpose of identifying strengths and potential areas for development. Develop a prioritization process for promising initiatives and devise an implementation strategy.
B. Be accountable for identifying new and emerging research opportunities that align with government and private sector funding opportunities.
C. Develop strategic partnerships that will improve commercialization opportunities for our research.
D. Put in place the leadership and operational infrastructure that will enable our research enterprise to thrive.
E. Determine ways in which our research expertise can influence policy.
F. Endeavour to achieve an external funding success rate of 100 per cent for all researchers at the Faculty.

Goal 3: Promote a culture that embraces the value and contribution of research to the profession of pharmacy.

Strategies:
A. Develop an alumni communication strategy to promote our research accomplishments.
B. Engage faculty in promoting the value and benefit of research for the purpose of encouraging postgraduate studies.
Students are at the very heart of our being and it is with this in mind that we have identified student experience as a priority.

The Faculty has 1,100 students: 950 undergraduates and 150 graduates, making us one of the largest pharmacy schools in North America. We are grateful of our stature yet refuse to become complacent in this ever competitive landscape. To continue to flourish, we will not only endeavour to carry on attracting the best and the brightest students but we will also look creatively at how we might spark the attention of those who may not have considered pharmacy as a career choice.

To date, the Faculty has relied on a strong economy, the high profile of the pharmacy profession, and the pull of our world class university status as its primary recruitment tool. Over the past few years however, the political and economic landscape has presented challenges for the profession. We will meet these challenges head on by developing a targeted recruitment strategy that includes a plan for expanding our reach internationally. Closer to home, we will look in our own backyard and reach out to an audience that has yet to meet us. We will also explore how we might invite practitioners to become involved in supporting us in recruitment initiatives, making them one with the Faculty so that they may inspire would-be students to consider a career in pharmacy practice or research.

As leaders in quality pharmacy education, we must continue to look at ways to enhance the learning experience by establishing means to assist our students academically. We plan on implementing mechanisms to identify students in need of academic assistance, and to look to each and every faculty member to lend a hand. For the many students who exist, we will nurture their talents and provide expanded opportunities to further develop their leadership capabilities. We will strive to create a culture of openness and dialogue. We believe that beyond the classroom, students must be supported and encouraged to get involved in extracurricular activities that provide a welcome break from studies and contribute to developing life skills. We continue to support, and are committed to, expanding initiatives that promote healthy lifestyles—walking the talk of health care.

Our classrooms, study space, computer equipment and library access are envied by many. Our plan to maintain these resources in excellent working order is critical for student success.

We have a remarkably large student body and getting lost in the crowd is not an option. Each and every student deserves to be a vital part of our success. It is with this in mind that Strategy 2016 proposes to take a team-based, house structure approach to organize this ‘houses’ approach will contribute to enhanced mentorship opportunities, the ability to more nimbly address student issues, provide leadership development, and generally create mini communities within our larger collective.

Financially, our alumni are unwavering in their support of students. Each year, the ‘Annual Fund Drive’ results in thousands of dollars in donations to support such events as the White Coat Ceremony, the Graduation Reception, International internships and many special projects. The Student Experience Fund has enabled graduate and undergraduate students to participate in meaningful learning, athletic, and social activities that contribute to personal and professional growth. We hope to grow and inspire the next generation of alumni so that they may play a significant role in leading those who follow next.

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Goal 1: Attract the best and brightest students to our Faculty.

Strategies:
A. Develop a recruitment plan for attracting students to our undergraduate and graduate programs.
B. Develop an orientation program that will prepare staff and faculty involved in recruitment to deliver a consistent message to potential students.
C. Revitalize our identity package and develop promotional collateral such as our display booth, posters, our website, webinars for prospective students, and other social media opportunities.
D. Develop strategies to support international students at all program levels with an emphasis on our graduate programs.

Goal 2: Enhance mechanisms to enable student success at the Faculty.

Strategies:
A. Enhance student advising and academic services within the Faculty.
B. Promote, and make more prominent, our writing services to students. Identify resources needed to expand this service.
C. Enlist “House” leaders in the promotion of services to students in need of academic assistance.
D. Assign faculty advisors and schedule semi-annual meetings.
E. Identify enrichment opportunities for outstanding students and student leaders.

Goal 3: Create a consistent positive experience for students at the Faculty that translates to robust future alumni relationships and engagement.

Strategies:
A. Maintain classrooms and equipment in good working order.
B. Introduce annual Faculty town hall meetings to inform students of our Strategic Plan.
C. Have in place a communication strategy directed to students informing them of what is happening at the Faculty.

Goal 4: Expand student financial support.

Strategies:
A. Conduct an audit of all bursary and scholarship opportunities and make recommendations for improved distribution possibilities.
B. Identify new opportunities for scholarships and bursaries.
C. Revitalize our identity package and develop promotional collateral such as our display booth, posters, our website, webinars for prospective students, and other social media opportunities.
D. Develop strategies to support international students at all program levels with an emphasis on our graduate programs.

Champion Success by Enhancing the Student Experience
While the Leslie Dan Faculty of Pharmacy has grown in faculty, student, and research numbers over the past decade, the fact remains that the Faculty is still considered a small, non-departmentalized unit within the University of Toronto but one with vast potential.

The Faculty is fortunate to be located in the largest province within Canada, to be affiliated with the largest teaching hospital complexes within the country (with major pharmacy departments with phenomenal expertise) and, in the province where all the head offices of the major pharmacy national organizations are housed.

Up to now the Leslie Dan Faculty of Pharmacy has only “scratched the surface” in tapping the major synergistic potential that could result from combining our expertise and strengths. A win-win is evident if we utilize the external input of all the resources available.

Furthermore, there are a number of Pharmacy alumni who are considered to be the leaders of our profession. Taking advantage of their leadership skills will excite and train the next generation of leaders within our student body, within our profession, and provide a consistent voice for pharmacy.

This will strengthen the value of pharmacy to the health care system and improve medication utilization and the health of the citizens of Ontario and our country. Programs need to be developed which provide the evidence for improved health care, thus benefiting government policies and programs for pharmacy.

An accountability factor!

It is the intent over the period of this strategic plan to create and launch a “Leadership Institute” to advocate for the patient and profession and therefore influence policy to improve patient care outcomes. We will also identify, recruit and engage the top 10 per cent of pharmacy practitioners to assist in program initiatives within the Faculty.

Goal 1: Create and Launch a “Leadership Institute”

Strategies
A. Identify the components that will make up the Institute and assign people accountable for developing initiatives for each component.
B. Develop a strategy for leadership skills development within our curriculum.
C. Conduct an environmental scan to identify other leadership initiatives that may inform our direction.
D. Establish a working group to develop a business plan.

Goal 2: Use knowledge translation to inform health policy that improves patient care

Strategies
A. Develop and implement an external relations plan targeted at influential professional associations, policy makers, and other strategic stakeholders.
B. Include opportunities for advocacy discussions within the curriculum.
C. Collaborate with OCP, OPA, CACDS, CSHP, CPNA and other relevant bodies to identify major challenges in practice and create research and grant opportunities.

Goal 3: Identify, recruit and engage the top Pharmacy leaders with our Faculty

Strategies
A. Begin a planning process to identify our top Pharmacy leaders.
B. By fall 2015, develop a strategy for a Top 10% initiative that includes specific practice areas.
C. Begin a process to establish an awards program for our Top 10% initiative.
D. Institute mentorship opportunities for all academic and administrative new hires.
E. Initiate professional development opportunities for all administrative staff.

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Goal 4: Develop leadership potential across the Faculty

Strategies
A. Define the competencies and develop capabilities required of academic leaders.
B. Develop an orientation program for new academic hires.
C. Institute mentorship opportunities for all academic and administrative new hires.
D. Initiate professional development opportunities for all administrative staff.
E. Develop a succession planning strategy for senior leadership (academic and administrative).
The unprecedented success and accelerated growth of the past 10 years has afforded the Leslie Dan Faculty of Pharmacy immense recognition. Through Strategy 2016, we aim to sustain this momentum and reach new milestones that have global reach. With this in mind, we have identified a number of goals and strategies related to our operational and infrastructure capabilities.

An organizational review will aid us in addressing the relationships between educational and administrative functions, identify opportunities for efficiencies, and recognize re-alignment strategies that allow us to operate more productively.

From an academic planning perspective, we will look at ways in which we can make more efficient use of our resources, create meaningful and measurable tracking of these resources, and more importantly, respect the impact their allocation has on our journey to becoming a world class institution. Our resources are not restricted to those that are financial in nature. Our people, space, and technology, along with our financial resources, must align to support all our endeavours at the Faculty.

In our stakeholder consultations, we heard loud and clear that we need to be more aggressive in our marketing and communications at the Faculty. The notion of marketing in higher education is a new norm and is paramount to the strategic positioning of our institution, and communicating its achievements. Our excellent programs, research, intellectual capital, partnerships, and preceptor relationships are but a few examples of the things that are integral in shaping success. We need to let the world know what we do and whether we do it better than anyone else.

Goal 1: Develop an organizational structure that aligns with our strategic plan and enables us to achieve our goals.

Strategies
A. Conduct an organizational review that will inform our organizational structure and addresses relationships between units (education, research, and administrative), opportunities for efficiencies, and re-alignment strategies. Assign responsibility and accountability, and annually review progress.
B. Assess current education and administrative space inventory and how we use space. Identify how we will accommodate growth.
C. Implement a framework that enables the Faculty to design and align all Academic Planning initiatives with the framework put forward by the Vice President and Provost.

Goal 2: Develop an aggressive marketing and communications initiative for the Faculty.

Strategies
A. Undergo a branding process that is consistent with that of U of T.
B. Revitalize our website to maximize its marketing and communications reach.
C. Develop a marketing and communications plan that identifies strategies to promote the Leslie Dan Faculty of Pharmacy, University of Toronto brand, and build recognition nationally and internationally.
D. Create an environment that has our partners valuing our brand and wanting to promote their affiliation with the Faculty.
E. Develop an internal communications plan for the Faculty.

Goal 3: Align information technology to support the operational, marketing, research, teaching, and learning needs at the Faculty.

Strategies
A. Establish an IT working group with representation from faculty, administrative staff and students.
B. Review our current internal IT systems and services and identify if they are appropriately supported and managed. Identify what changes need to be made and what resources are required to implement these changes.
C. Conduct an audit and develop a schedule for continuous monitoring of all IT equipment and services and ensure that equipment is up to date and in good working order. Include in this monitoring of our student IT equipment and resolve “connectivity” problems in our building.
D. Develop and implement an information technology multi-year strategic plan.
E. Develop a mechanism to capture all faculty and staff appointments. Include clinical appointments.
F. Develop accurate and complete databases for the Faculty and develop a unified process for managing cross-functional data collection and utilization.
G. Establish a working group to identify needs for data and information management and reporting.
People
- Recruit and retain the best people and provide them with staff and faculty development so that they may succeed.
- Prioritize and build the collaborative relationships needed to move this plan forward.
- Work with our TAHSN group as they have been identified as a critical component in achieving many of our goals.

Infrastructure
- Align internal structures to support change and enable achievement of the goals in this plan.
- Address technology and space requirements so that we may support all students, staff and faculty.
- Build capacity required to manage the needs within the new curriculum and the combined BScPhm / PharmD program.
- Update our website and relevant communication collateral to reflect current messaging to all our stakeholders groups.

Accountability
- Establish a Strategic Planning Oversight Group.
- Set expectations of responsibility and accountability for Faculty-wide contribution in achieving our Strategic Plan goals.
- Align metrics to support the academic planning and quality assurance framework of the University.
- Commit to being socially responsive and responsible in all decision making at the Faculty.

The Leslie Dan Faculty of Pharmacy has set its course for action. Through our broad consultative process, we have identified our overarching priorities, and developed goals and strategies to guide the academic, research and administrative divisions and offices within the Faculty so that they may build their specific strategic plans, and allow us to fully realize Strategy 2016 – Tomorrow Today.

In tandem with this Strategy 2016 plan, we have commenced work on a template document for each division and office to use as a tool in their planning process. In fall 2011, we will form working groups and set schedules for benchmarking progress. A Strategic Plan Implementation Committee, led by the Dean, will monitor and assess progress made by the individual areas within the Faculty.

We will distribute this plan to external stakeholder groups who share an interest in moving our vision forward. We will include them in our implementation process and establish formal partnerships as needed so that we may achieve our goals.

Our strategic planning is a fluid process and this Plan is intended to be a living document that will grow and evolve as we make our way to the top.
The Planning Process

July 2009 – July 2010
- Newly appointed Dean studies the Faculty, stakeholders and partners

Spring 2010
- External consultant reviews Division of Pharmacy Practice

Summer 2010
- Division of Pharmacy Practice strategic planning retreat

Summer – Fall 2010
- Dean, with input from faculty, staff, & administrators scans the changing regulatory and political landscape of pharmacy and assesses impact on future planning

December 2010
- Dean, Associate & Assistant Deans meet to discuss and set overarching priorities that will shape the strategic plan

January – April 2011
- Broad stakeholder consultation (national and international):
  - Dean's Advancement Committee
  - Regulatory Bodies
  - Professional Associations
  - Deans of pharmacy, nursing and medical schools
  - U of T Graduate and Research offices
  - TAHCNI Pharmacy Directors
  - Interviews with individual faculty members and staff
  - Undergraduate and graduate students

Early April 2011
- Compilation of input and confirmation of overarching priorities

April 12, 2011
- Faculty retreat

June 2011
- Draft plans to Division Heads, Assistant and Associate Deans

July 2011
- Draft plans to faculty and staff

September, 2011
- Final plan

October, 2011
- Faculty endorsement

Fall 2011
- Implementation working groups established

Fall 2011 – Spring 2016
- Annual updates

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STRATEGIC ENABLERS
PEOPLE | INFRASTRUCTURE | ACCOUNTABILITY

THE LESLIE DAN FACULTY OF PHARMACY WILL BE A PRE-EMINENT CENTRE FOR PHARMACEUTICAL KNOWLEDGE AND PRACTICE, THROUGH ADVANCEMENTS IN RESEARCH, TEACHING AND SERVICE

SHAPE
- Shape the profession through excellence in teaching and learning

STRENGTHEN
- Strengthen our infrastructure by affecting change

CREATE
- Create the future through our research initiatives

SUCCEED
- Champion success by enhancing the student experience

EMPOWER
- Foster leadership by empowering and engaging our people