emerge, thrive and lead
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.

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.

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 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.

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

*MESSAGE FROM THE DEAN*
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.
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.

GOALS AND OBJECTIVES:

- To advance the principles of equity, diversity, and inclusion (EDI) in all areas of our work
- To incorporate consideration of EDI in existing curricula
- To ensure faculty members are accountable for actively promoting EDI
- To develop EDI training opportunities for all members of our community to address issues of unconscious bias, mistreatment, and implementation of EDI into practice
- To foster engagement opportunities within the U of T and broader communities to promote EDI within pharmacy and pharmaceutical sciences
- To ensure that our programs and curricula prepare our graduates to meet the EDI needs of the communities they will serve in their careers in Canada and globally
- To ensure the composition of our committees and decision-making bodies are inclusive and diverse, and its members are well educated in EDI principles
- To create an environment where the principles of EDI have been realized in our recruitment, retention, and career development initiatives
- To create a community where all members of the Leslie Dan Faculty of Pharmacy appreciate and respect diversity and engage in inclusivity
- To advance EDI principles so that they are embedded in recruitment and career advancement practices for learners, faculty, and staff
- To incorporate consideration of EDI in existing curricula
- To develop and implement a data strategy to collect, maintain, interpret, report, and communicate data on EDI to improve effectiveness, accountability, and transparency
- To ensure faculty members are accountable for actively promoting EDI
- Ensure our building Master Plan and resultant renewal projects consider needs related to EDI
- Ensure engagement opportunities within the U of T and broader communities to promote EDI within pharmacy and pharmaceutical sciences
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.

GOALS AND OBJECTIVES:

- Create curriculum pathways within all programs so learners can personalize their learning
- Renew the Doctor of Pharmacy (PharmD) curriculum
- Develop the Discovery Pharmacy as a component of professional and graduate programs curricula
- Develop a strategy for international education opportunities
- Renew the Department of Pharmaceutical Sciences graduate program curriculum
- Create new undergraduate, professional, and graduate programs with potential to benefit society
- Develop and deliver new continuing professional development programs to foster life-long learning for alumni, the wider pharmacy and health professions community, and the public
- Launch new pharmacy education programs
- Enhance our communication of education innovation through podcasts, social media, public talks, policy dialogues, academic presentations and publications, and scientific exchange events
- Increase awareness and impact of our educational innovations

Deliver effective, flexible, adaptable, and diverse education programs that will prepare learners to meet the changing needs of society
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.

**GOALS AND OBJECTIVES:**

- **Maintain set of innovative and productive research centres at the Faculty**
- **Encourage collaboration across the University of Toronto ecosystem to maximize interdisciplinary and multisector expertise for advancing research**
- **Enhance our communication of research discoveries through podcasts, social media, public talks, policy dialogues, academic presentations/publications, and scientific exchange events**
- **Increase recognition of our faculty through prestigious awards**
- **Develop a strategy for international research opportunities**
- **Achieve a faculty complement composed of scientific expertise in fundamental priority and emerging areas of pharmaceutical sciences**
- **Increase work in partnership, grants, and business development in research**
- **Explore, seek, and integrate new funding sources, models, and partnerships to support research**
- **Develop the Discovery Pharmacy as a research enterprise**
- **Develop an education scholars group at the Faculty**
- **Enhance our impact as leaders in education scholarship**
- **Support grant submissions and knowledge translation efforts**
- **Support our research enterprise to submit high-quality, fundable grants**
- **Increase engagement of patient/public/provider partners in research**
- **Increase our success in grant funding**
- **Foster new areas of pharmaceutical sciences**

**Terms:**
- Drug discovery & drug development
- Knowledge translation
- Collaboration
- Patient impact
- Real-world evidence
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.
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.

GOALS AND OBJECTIVES:

- Enhance our use of and expertise in common and emerging digital technologies in pharmacy and pharmaceutical sciences education
- Enhance our use of and expertise in common and emerging digital technologies in pharmaceutical sciences research
- Increase learner experience with common and emerging digital technologies in pharmacy and pharmaceutical sciences
- Implement an effective system that uses learning data analytics to continuously improve teaching and learning
- Be a hub for generating research evidence and sharing expertise on digital technologies in health and science with the wider pharmacy communities
- Maximize synergies between use of physical space, digital technology, and work processes to deliver world class research and educational programs
- Implement digital approaches that can increase efficiency, optimize processes, and improve performance to support research and instruction
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.

GOALS AND OBJECTIVES:

1. Develop learning opportunities on sustainability in health care within professional and graduate curricula.
2. Build local, national, and international collaborations for sustainability in health care.
3. Incorporate sustainability considerations into space planning and decision-making.
4. Support environmental sustainability in health care with an emphasis on the impact of pharmaceuticals.
5. Support health care system sustainability with emphasis on the professional pharmacy workforce and/or use of pharmaceuticals.
6. Support the profession of pharmacy through maximizing our capacity to develop health system-ready pharmacists.
7. Encourage research that can inform health system sustainability with emphasis on pharmacy practice and/or use of pharmaceuticals.