

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 the Mississaugas of the Credit. 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.

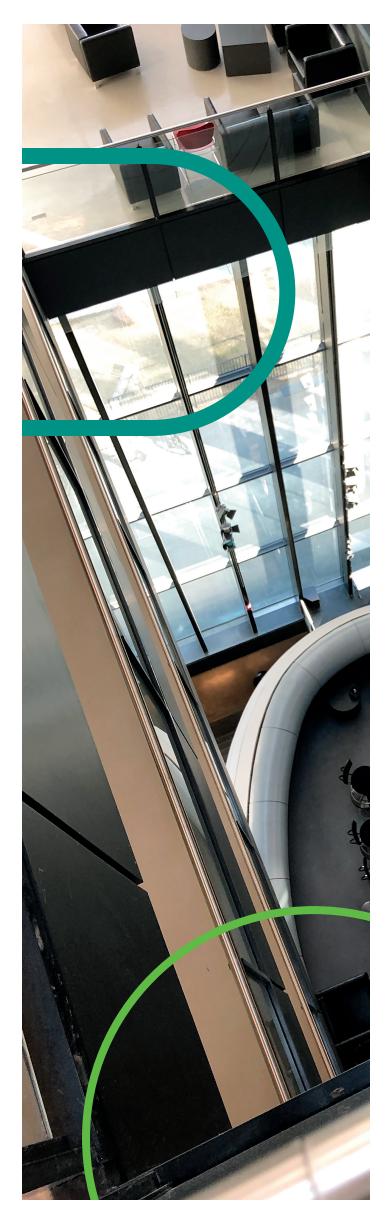
At the Leslie Dan Faculty of Pharmacy, we recognize the social and structural systems that have and continue to create inequities and injustices that disproportionately impact Indigenous Peoples. We commit to the learning and unlearning needed to move forward on the path of reconciliation.

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



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

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.

To create a community where all members of the Leslie Dan Faculty of Pharmacy appreciate and respect diversity and engage in inclusivity

To advance the principles of equity, diversity, and inclusion (EDI) in all areas of our work

To advance EDI principles so that they are embedded in recruitment and career advancement practices for learners, faculty, and staff

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 develop EDI training opportunities for all members of our community to address issues of unconscious bias, mistreatment, and implementation of EDI into practice

To create an environment where the principles of EDI have been realized in our recruitment, retention, and career development initiatives

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 incorporate consideration of EDI in existing curricula

To foster engagement opportunities within the U of T and broader communities to promote EDI within pharmacy and pharmaceutical sciences

Ensure faculty members are accountable for actively promoting EDI

Develop and implement a data strategy to collect, maintain, interpret, report, and communicate data on EDI to improve effectiveness, accountability, and transparency

Incorporate EDI considerations into space planning and decision-making

Ensure our building Master Plan and resultant renewal projects consider needs related to EDI

Educate Pharmacy for Tomorrow

new and system scient better flexible improtransf by flex while up rol the he community life-long learning transformation

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.

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

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

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

Increase awareness and impact of our educational innovations

Enhance our communication of education innovation through podcasts, social media, public talks, policy dialogues, academic presentations and publications, and scientific exchange events

Deliver Impact through Cutting-Edge Discovery

drug discovery & drug development

knowledge science, healthier soci translation collaboration patient impact real-world evidence

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.

Maintain set of innovative and productive research centres at the Faculty

Enhance our impact as a leader in pharmaceutical sciences research

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

Develop the Discovery Pharmacy as a research enterprise Explore, seek, and integrate new funding sources, models, and partnerships to support research Foster new areas of pharmaceutical sciences

Develop an education scholars group at the Faculty

Support grant submissions and knowledge translation efforts

Increase our success in grant funding

Enhance our impact as leaders in education scholarship

Support our research enterprise to submit high-quality, fundable grants

Increase engagement of patient/ public/provider partners in research

Build Leadership, Wellness, and Community

pandemic recovery leadership mental health resilience self-managem

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.

self-management internal contingency planning space planning

Ensure regular confidential and collective opportunities for learners, faculty, and staff to share their experiences and needs

Support health and wellbeing of learners, faculty, staff, and our wider community as we emerge from the crisis point of the COVID-19 pandemic

Identify viable mechanisms or approaches that can be implemented help our Faculty community recover from the effects of the pandemic

Ensure there are strong contingency plans in place for all education programs, research programs, and administrative units

Complete building renewal projects

Maximize
synergies between
use of physical space,
digital technology, and
work processes to deliver
world-class research
and educational
programs

Enact learnings from experience with the COVID-19 pandemic

Improve and maximize the use of existing space

Enhance leadership and management training in pharmacy and pharmaceutical sciences programs

Enhance leadership capacity in faculty and staff

Prepare leaders in pharmacy and pharmaceutical sciences

Support/sponsor leadership opportunities for faculty and staff at the Faculty and University

Enhance Faculty experience and success Increase opportunities for meaningful alumni engagement

Support faculty members through mentorship

Improve equity in workload across the Faculty

Improve effectiveness of Faculty Governance

Engage alumni
to continue to embrace
and support the
Leslie Dan Faculty
of Pharmacy

Advance Use of Digital Technology

digital health implement education technology continuous improvement computational pharmaceutical sciences

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.

Enhance our use of and expertise in common and emerging digital technologies in pharmacy and pharmaceutical sciences education

Advance our expertise and capabilities in the use of technology to improve education and research

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

sustainability of we education collaboration collaboration climate change environmental resilience advocacy

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.

Develop learning opportunities on sustainability in health care within professional and graduate curricula

Build local, national, and international collaborations for sustainability in health care

Incorporate sustainability considerations into space planning and decision-making

Support
environmental
sustainability in health
care with an emphasis
on the impact of
pharmaceuticals

Support health
care system
sustainability with
emphasis on the professional
pharmacy workforce
and/or use of
pharmaceuticals

Support the profession of pharmacy through maximizing our capacity to develop health system-ready pharmacists

Encourage research that can inform health system sustainability with emphasis on pharmacy practice and/or use of pharmaceuticals

