



University of Toronto Quality Assurance Process (UTQAP) Cyclical Review: Final Assessment Report and Implementation Plan

Program(s):	Bachelor of Pharmacy, B.Sc.Pharm. Doctor of Pharmacy, Pharm.D. Post-Baccalaureate Pharm.D. Combined B.Sc.Pharm./ Post-Baccalaureate Pharm.D. Pharmaceutical Sciences, M.Sc., Ph.D.
Division/Unit:	Leslie Dan Faculty of Pharmacy (LDFP)
Commissioning Officer:	Vice-President and Provost, University of Toronto
Reviewers (Name, Affiliation):	1. Dr. Bob Blouin, Vaughn and Nancy Bryson, Distinguished Professor and Dean of Pharmacy, UNC Eshelman School of Pharmacy, University of North Carolina at Chapel Hill 2. Dr. James P. Kehrer, Dean, Faculty of Pharmacy and Pharmaceutical Sciences, University of Alberta 3. Dr. David H. Sherman, Hans W. Vahlteich Professor of Medicinal Chemistry and Associate Dean for Research and Graduate Education, College of Pharmacy, University of Michigan
Date of review visit:	November 13 – 15, 2013
Date reported to AP&P:	April 1, 2014

1 Outcome

The Committee on Academic Policy and Programs (AP&P) requested a follow-up report on reorganizing the Faculty's administrative structure. The follow-up report will be considered by the AP&P at its Cycle 5 meeting in 2014-15.

2 Significant Program Strengths

- Well thought-out Academic Plan provides a “roadmap for excellence”
- High quality faculty and students
- High research productivity and strong reputation of the Faculty
- Excellent facilities
- Strong programmatic direction of the Faculty with its professional programs
- Well-established links with teaching hospitals and the practice sector

3 Opportunities for Program Improvement and Enhancement

The reviewers recommended that the following be considered:

- Developing a sense of cohesion and engaging all faculty in the execution of the Faculty’s strategic plan
- Re-examining the Practice Division, including relationships with clinical sites and engagement in experiential education
- Re-examining the Pharm.D. admission requirements, progression, and curriculum to strengthen rigour and Pharmacy Examining Board of Canada (PEBC) results
- Supporting the experiential component of the programs
- Developing a strategy to deepen the graduate recruitment pool, and addressing the issue of integration of advanced standing students into the graduate program cohort
- Enhancing the sense of community for graduate students
- Monitoring time to completion and developing strategies to increase the competitiveness and success of students
- Working with hospital partners to develop advanced clinical training programs
- Consolidating faculty research strengths, ensuring a critical mass of faculty in core areas
- Delegating space assignment and seeding grants authority to the Associate Dean, Research
- Developing effective organizational and management structures by conducting a space audit, an administrative review of staffing and the structure of academic leadership, and clarifying the role of the divisions within the Faculty.
- Developing the information technology (IT) infrastructure in support of technology-supported learning—both in the building and at clinical sites
- Reviewing the complement plan with respect to tenure stream recruitment priorities, as well as part-time faculty and faculty for the Practice Division

4 Implementation Plan

In consultation with faculty, staff and the leadership team, the Dean undertook to support the following changes:

- Immediate Term (6 months)
 - Engaging all faculty in the execution of the Faculty’s strategic plan
 - The Faculty will re-establish its strategic planning working groups and revive its progress tracking document.

- Senior leadership will engage faculty and staff in executing the plan and making changes in direction and will work to promote a positive tone within the Faculty.
- The Faculty will hold focused mini-retreats with faculty and staff to engage them in specific issues.
- Re-examining the Practice Division
 - The Faculty will review and conduct Strengths, Weaknesses, Opportunities and Threats (SWOT) analyses of all its divisions.
 - The Faculty will continue to use the Hospital University Pharmacy Education Committee's (HUPEC) expertise to guide the Pharm.D. program and maximize relationships with clinical sites.
- Re-examining the Pharm.D. admission requirements, progression, and curriculum
 - The Faculty's Admission Subcommittee will hold a retreat to evaluate admissions criteria, program prerequisites, and maximum time to graduation.
- Supporting the experiential component of the programs
 - The Faculty will re-evaluate software that supports its placements.
 - The Faculty will continue to provide training workshops for preceptors.
 - The Faculty will provide the Office of Experiential Education (OEE) administrative staff with professional development opportunities and determine the best administrative structure for the Office.
- Developing a strategy to deepen the graduate recruitment pool
 - The Faculty will develop strategies to enhance recruitment in all programs and promote programs to potential graduate students, including current students.
- Enhancing the sense of community for graduate students
 - The Faculty will continue to hold regular town hall meetings with graduate students and faculty.
 - The Faculty will hold a graduate department faculty retreat focused on creating a sense of community.
- Monitoring time to completion
 - The Associate Dean for Graduate Education will work with doctoral students in upper years to support their progress.
- Working with hospital partners to develop advanced clinical training programs
 - The Faculty will review the Post-Baccalaureate Pharm.D. program in order to meet ongoing needs.
- Consolidating faculty research strengths
 - The Faculty will continue to establish and develop research centres with clusters of faculty and will raise funds to support them.
- Delegating space assignment and seeding grants authority to the Associate Dean, Research
 - The Faculty will conduct a review of the overall budget to determine the feasibility of seed funding
- Developing effective organizational and management structures and conducting a space audit
 - The Faculty has begun both organizational and space audits and will conduct an academic leadership review commencing in Fall 2014.

- Developing IT infrastructure
 - The Faculty will consult with similar-sized faculties in the University about their IT infrastructure and staffing.
- Reviewing the complement plan
 - The Faculty will focus on academic planning in its financial review and will develop a comprehensive plan to supplement the current complement with strategic hires in key areas.
 - The Faculty will make decisions about the Pharmacy Practice Division complement following its retreat.
- Medium Term (1-2 years)
 - Engaging all faculty in the execution of the Faculty's strategic plan
 - The Faculty will hold a division-wide retreat to discuss the outcomes of the mini-retreats, re-examine the course for the future, and embark on the next planning cycle under the leadership of the new Dean.
 - The Faculty will continually evaluate its planning and engagement efforts.
 - Re-examining the Practice Division
 - The Faculty will revise its divisional structure.
 - Re-examining the Pharm.D. admission requirements, progression, and curriculum
 - The Faculty will monitor PEBC rankings to identify changes resulting from the new curriculum.
 - The Committee on Entry to Practice Professional Degree Program (CEPPDP) will make recommendations to further align admissions, progression, and other relevant policies with the new curriculum.
 - Supporting the experiential component of the programs
 - The Faculty will implement strategies to foster a culture of customer service in the OEE and evaluate the Office's effectiveness.
 - Developing a strategy to deepen the graduate recruitment pool
 - The Faculty will establish a working group and develop a recruitment plan for the graduate department.
 - The Faculty will implement a Pharm.D.-M.B.A. program.
 - Enhancing the sense of community for graduate students
 - The Faculty will integrate the findings from a graduate retreat and create an implementation plan.
 - The Faculty will implement graduate curricular changes, including new ways for graduate students to prepare for non-academic employment.
 - Working with hospital partners to develop advanced clinical training programs
 - The Faculty will work with its partners to identify opportunities for advanced clinical training programs.
 - The Faculty will develop a proposal for an advanced clinical training program based on input from a stakeholder meeting.

- Delegating space assignment and seeding grants authority to the Associate Dean, Research
 - The Faculty will establish a seed funding budget for research.
 - The Associate Dean, Research, will establish a process to assign research space.
- Developing effective organizational and management structures and conducting a space audit
 - The Faculty will implement the recommendations of the organizational and space audits and will review the outcome of the leadership review.
- Developing IT infrastructure
 - The Faculty will conduct an audit of current IT systems and services and develop a multi-year IT plan.
- Reviewing the complement plan
 - The Faculty will annually review its complement plan to ensure that needs are met.
- Longer Term (3-5 years)
 - Engaging all faculty in the execution of the Faculty's strategic plan
 - The Faculty will engage in a new strategic planning cycle coinciding with the appointment of a new Dean.
 - Re-examining the Practice Division
 - The Faculty will manage clinical experiential rotations in tandem with the needs of the clinical sites.
 - The Faculty will benchmark student contributions in their placements.
 - Re-examining the Pharm.D. admission requirements, progression, and curriculum
 - The Faculty will implement any recommended changes.
 - Developing a strategy to deepen the graduate recruitment pool
 - The Faculty will develop an annual publication to promote current graduate students and alumni.
 - The Faculty will introduce additional joint degree program options for Pharm.D. students.
 - Enhancing the sense of community for graduate students
 - The Faculty will incorporate new graduate courses, workshops, and/or certificate programs based on the outcomes of medium-term planning.
 - Working with hospital partners to develop advanced clinical training programs
 - The Faculty will monitor and assess the demand for the Pharm.D. program for practicing pharmacists following its initial enrolment in January 2015.
 - The Faculty will roll out a new advanced clinical training program.
 - Consolidating faculty research strengths
 - The Faculty will develop courses that are aligned with the research centres.

- Delegating space assignment and seeding grants authority to the Associate Dean, Research
 - The Faculty will raise additional funds for seeding grants and the research centres as part of the Boundless Campaign to establish a Dean's Fund.
- Developing effective organizational and management structures and conducting a space audit
 - The Faculty will implement the recommendations of the leadership review and begin succession planning.
- Developing IT infrastructure
 - The Faculty will implement its multi-year IT plan and monitor opportunities for continuous improvement.

The Provost's Office will work with the Dean's Office to monitor progress in implementing the above plan of action.

5 Executive Summary

The reviewers identified the programs' strengths as a well thought-out Academic Plan; high quality faculty and students; high research productivity and strong reputation; excellent facilities; strong programmatic direction; and increased links with teaching hospitals and the practice sector. The reviewers recommended that the following issues be addressed: developing a sense of cohesion and engaging all faculty in the execution of the Faculty's strategic plan; re-examining the Practice Division; re-examining the Pharm.D. admission requirements, progression, and curriculum, striving for increased rigour and PEBC performance; supporting the experiential component of the programs; developing a strategy to deepen the graduate recruitment pool; enhancing the sense of community for graduate students; monitoring time-to-completion, increasing student competitiveness and success; advancing clinical training programs; consolidating faculty research strengths; developing effective organizational and management structures and IT infrastructure; and reviewing the complement plan. The Faculty will engage staff and faculty in strategic planning through a series of retreats. The Faculty will review the structure and function of all its divisions, including the Practice Division and will engage its partners to strengthen the Pharm.D. program. To strengthen rigour and PEBC performance in the Pharm.D. program, the Faculty will re-evaluate admissions and prerequisite criteria. The Faculty will use multiple approaches to better support its experiential education. The Faculty's senior leadership will oversee targeted graduate recruitment efforts and will work to enhance the sense of community for graduate students. The Interim Associate Dean for Graduate Education will work with graduate students to understand time-to-completion issues. The Faculty will work with its partners to pursue innovative clinical training programs. The Faculty will conduct fundraising in support of new research centres. The Faculty will review research space allocation and will establish a seed funding research budget. The Faculty will also review its academic leadership and organizational structure, implementing changes as appropriate. As well, the Faculty will conduct an audit of its IT systems and develop a multi-year IT plan. The Committee on Academic Policy and Programs (AP&P) requested a follow-up report on reorganizing the Faculty's administrative structure. The follow-up report will be considered by the AP&P at the Cycle 5 meeting in 2014-15.