



A PRESCRIPTION FOR THE PUBLIC GOOD

Faculty of Pharmacy and Pharmaceutical Sciences
STRATEGIC PLAN 2018 – 2023



UNIVERSITY OF ALBERTA
FACULTY OF PHARMACY AND
PHARMACEUTICAL SCIENCES



Strategic Planning Advisory Committee

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Andrew MacIsaac: Assistant Dean, Advancement

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Seyed Amirhossein Tabatabaei Dakhili: graduate, PGSA representative

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Vision

Excellence and innovation in pharmacy education and research through learning, discovery, and citizenship.

Mission

To provide pharmacy and graduate education designed to meet societal needs for safe and effective use of medications and to cultivate research and pharmacy practice.

Values

- Partnerships, collaboration, and teamwork
- Professionalism and ethical behaviour
- Diversity
- Respect and compassion
- Communication





The Faculty of Pharmacy and Pharmaceutical Sciences at the University of Alberta is a leader in its home province and the world.

Serving as Alberta's sole pharmacy school since 1914, it holds consistent rankings among the top three institutions in Canada, top 50 globally, and top 15 for research (QS rankings by subject – citations per paper).

The faculty is home to 550 undergraduates in the Bachelor of Science in Pharmacy (BSc Pharm) and Doctor of Pharmacy (PharmD) programs, 50 graduate students, and a community of 5,279 living alumni. With 65 faculty and staff, 487 preceptors based in 66 communities, and significant collaboration across the university, the faculty works to support the profession through a focus on excellence in teaching and research across all aspects of pharmacy and pharmaceutical sciences.

On the following pages of this plan we highlight the key goals of the university, the related faculty priorities that fall within them, the objectives that support the priorities, and our strategies for achieving them.

The Faculty of Pharmacy and Pharmaceutical Sciences' Core Priorities are to:

1

Advance the profession through exemplary educational programs.

2

Cultivate excellence in the student body.

3

Foster excellence in research and graduate studies.

4

Support ongoing excellence in teaching and learning.

5

Effectively support our mission through strong organization and administrative structure.



This strategic plan is a living document, developed in conjunction with the university's institution-wide strategic plan: *For the Public Good*. Each faculty priority contains objectives that tie in with the university's overarching strategic goals:



BUILD a diverse, inclusive community of exceptional students, faculty, and staff from Alberta, Canada, and the world.



EXPERIENCE diverse and rewarding learning opportunities that inspire us, nurture our talents, expand our knowledge and skills, and enable our success.



EXCEL as individuals, and together, sustain a culture that fosters and champions distinction and distinctiveness in teaching, learning, research, and service.



ENGAGE communities across our campuses, city and region, province, nation, and the world to create reciprocal, mutually beneficial learning experiences, research projects, partnerships, and collaborations.



SUSTAIN our people, our work, and the environment by attracting and stewarding the resources we need to deliver excellence to the benefit of all.

1



ADVANCE THE PROFESSION THROUGH EXEMPLARY EDUCATIONAL PROGRAMS



OBJECTIVE

Develop and implement an entry to practice Doctor of Pharmacy (PharmD) program.

Strategies:

- + Implement the program starting 2018.
- + Establish ongoing evaluation of the implementation progress.
- + Maintain and expand access to the PharmD for BSc in Pharmacy Students program until 2021.
- + Convert the BScPharm/MBA combined degree to a PharmD/MBA combined degree.



OBJECTIVE

Maintain a comprehensive and adaptive curriculum that imparts foundational and emerging knowledge and skills for pharmacy practice.

Strategies:

- + Initiate an evaluation of the curriculum against provincial, national, and international health priorities to ensure the curriculum is functioning for the public good.
- + Enhance and expand an ongoing multi-stakeholder approach to guide the consideration and integration of emerging areas of knowledge and skills into the curriculum.
- + Promote curricular integration of the foundational, behavioural, social, administrative, and clinical sciences including practice skills by establishing resources and mechanisms to foster collaboration and consultation with internal and external experts.

- + Maintain current collaborations and explore additional opportunities for engagement with other faculties for interprofessional education.
- + Sustain vibrant and viable international experiences for student pharmacists and reassess goals and priorities for international activities within the new Entry to Practice program.
- + Increase ability to act on evaluation of the effectiveness of the program at achieving the program goals and adapting to ongoing changes in the curriculum.



OBJECTIVE

Advance and grow experiential education to foster a strong link to the delivered curriculum and the evolving provincial and national scope of practice.

Strategies:

- + Evaluate our current precepting models and engage our partners to increase the uptake of the models to build capacity and enhance student and preceptor experience.
- + Create diverse learning opportunities in experiential education to foster development of specialized knowledge and skills.
- + Review and adapt strategies to attract and retain preceptors as well as to expose students to best practice models.
- + Explore new ways to integrate opportunities for community service learning into the existing curriculum structure and the student experience.
- + Identify ways to enhance the connection between skills training and experiential education placements.
- + Increase capacity for clinical rotations in inter- and intra-professional specialty areas.
- + Maintain excellent preceptor professional development programs.



OBJECTIVE

Maintain excellence of the PharmD for Practicing Pharmacists degree program.

Strategies:

- + Promote the PharmD for Practicing Pharmacists program to practicing pharmacists.
- + Enhance accessibility of program to practicing pharmacists.
- + Continue to enhance distance courses to support learning.



OBJECTIVE

Explore opportunities for combined and alternative degree or programming options.

Strategies:

- + Explore creation of a sustainable Continuing Professional Development unit for practicing pharmacists within the faculty that leverages existing educational programming and infrastructure.
- + Explore the expansion of certificate programs within the undergraduate and graduate programs.
- + Explore the addition of PharmD/Masters Public Health, PharmD/MSc/PhD, Diploma/BSc in Pharmaceutical Sciences, and International pharmacy graduate programs.
- + Explore international dual degree programs.

2



CULTIVATE EXCELLENCE IN THE STUDENT BODY



OBJECTIVE

Develop, expand, and identify resources to support student professional development and learning.

Strategies:

- + Enhance processes and techniques to identify students in need of remediation.
- + Identify new student services needed to support undergraduate and graduate students and then implement and assess their value.
- + Evaluate the current funding situation for undergraduate and graduate students compared to other health sciences programs in Canada.
- + Enhance the ability for student services to provide and direct students to ongoing supports and resources.
- + Establish a stronger connection with the university's International Students Support Service Centre to ensure the needs of international pharmacy students are being met.
- + Communicate about and establish procedures for students to apply to national and international academic awards.
- + Expand financial support/awards for undergraduate and graduate students to support professional development and excellence in academics.
- + Develop supports for students to engage in international student organizations.



OBJECTIVE

Promote student mentorship opportunities.

Strategies:

- + Enhance the faculty advisor program by creating an annual faculty advisor/student “meet and greet” session.
- + Work with student bodies to explore establishing peer-to-peer mentorship opportunities.
- + Expand and continue providing opportunities for interaction between the faculty and APSA/PGSA.



OBJECTIVE

Enhance the culture of professionalism among the student body.

Strategies:

- + Empower students to take a leadership role in creating and overseeing a culture of professionalism amongst the student body.
- + Establish a formal connection between the Office of the Dean/Student Services and student leadership to collaborate on how to promote professionalism amongst the student body.
- + Develop a professionalism orientation that includes positive and negative examples of professional behaviour to set early standards and expectations.



OBJECTIVE

Review and modify the admissions requirements and process for the undergraduate program.

Strategies:

- + Develop an ongoing assessment of the admissions process to the Entry to Practice and graduate programs to ensure that criteria used to select candidates reflects current professional scopes of practice; if necessary, modify procedures/requirements to ensure a better match of students to the program.

3



FOSTER EXCELLENCE IN RESEARCH AND GRADUATE STUDIES



OBJECTIVE

Work with other faculties to increase interest for the Graduate Studies program & those within pharmacy presently.

Strategies:

- + Invite undergraduate students (GPA ≥ 3.3) to apply to graduate studies via a letter from the Dean's office.
- + Continue to promote the number of summer student research opportunities.
- + Investigate the feasibility of the development of a dual degree program.



OBJECTIVE

Create a research infrastructure to support research excellence and increase the number and quality of peer-reviewed publications as well as research grants obtained and renewed.

Strategies:

- + Increase the number and quality of peer-reviewed publications as well as research grants obtained and renewed.
- + Develop better ongoing supports for faculty and students in the changing research landscape.
- + Identify infrastructure gaps and work on a strategy to address them with Assistant Dean, Advancement.
- + Re-establish minimum funding/guaranteed funding/projected outcomes.



OBJECTIVE

Increase the number of Canadian/local students admitted to the graduate program.

Strategies:

- + Introduce a model of “base-funding.”
- + Renegotiate how the international tuition is distributed to faculty.
- + Re-evaluate the allocation of funding associated with the graduate program.



OBJECTIVE

Develop appropriate assessment metrics and use the data to inform quality improvements in the graduate program.

Strategies:

- + Develop an ongoing program evaluation plan for graduate programs.
- + Articulate an overarching philosophy for the graduate program and teaching approaches.
- + Conduct a review of policies and procedures, including promotion/candidacy requirements.
- + Identify new courses required based on research areas of excellence.



OBJECTIVE

Increase awareness of the faculty’s research within university, public, funders, and pharmacy organizations.

Strategies:

- + Update the faculty website on a regular basis and ensure research areas, inter-faculty research, and awards are prominently communicated.
- + Invite other faculties/research groups to participate in Research Day (present research or as speaker).
- + Communicate research being conducted/achievements within the faculty for inclusion in external stakeholder newsletters.
- + Highlight research at the annual reunion weekend event and other appropriate events.
- + Highlight one or more research accomplishments in each annual report.



OBJECTIVE

Promote inter/intra-faculty collaborations in research.

Strategies:

- + Re-establish interdisciplinary funding source/grant opportunities and explore partnerships with other faculties.
- + Use the newsletter, annual report, and other suitable communication methods to highlight initiatives where collaborative research is being undertaken by our faculty members.



OBJECTIVE

Enhance graduate training opportunities in pharmaceutical, clinical, and social sciences.

Strategies:

- + Identify priorities for graduate program development, including potential international opportunities.
- + Establish internship programs at pharmaceutical companies or with other relevant employers.
- + Create awareness/encourage students to have considerations outside of standard pharmacy practice. (i.e. public health)
- + Create strong public relations initiatives in order to get interest from potential students from other academic units. (e.g. Faculty of Science)
- + Expand and improve professional and career development in the pharmaceutical sciences through seminars, workshops, training, job fairs, etc.
- + When hiring new faculty, consider abilities to take on grad level instruction/research.
- + Explore opportunities for expanding graduate training that connects hospitals and students through coursework.
- + Create more customizable/flexible opportunities to allow students to support their research as a core focus; allow students to learn what they need in order to become successful.
- + Explore the methods used to improve the examination process to support student learning through more structured examinations.



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4

SUPPORT ONGOING EXCELLENCE IN TEACHING AND LEARNING



OBJECTIVE

Establish procedures and opportunities that enhance teaching and learning knowledge and skill.

Strategies:

- + Utilize and promote the university's Centre for Teaching and Learning workshops, individual consults, and other supports to establish and develop faculty member teaching and learning skills.
- + Establish procedures to provide formative feedback to instructors to support their ongoing improvement in teaching and learning. (e.g. program evaluation data, peer teaching review, external course review process)
- + Establish a base level of formal training and orientation for teaching assistants and other teaching staff in the faculty.
- + Maintain the faculty development committee to support innovations in teaching and learning.
- + Liaise with other university units to identify opportunities for faculty development.



OBJECTIVE

Identify and support the adoption of tools and strategies that promote best practice in teaching and assessment.

Strategies:

- + Create a “teaching and assessment as philosophy” document with procedures for regular review. This document can be used to support orientation and development in teaching and learning.
- + Establish mechanisms to promote mentorship in teaching and learning.
- + Establish a technology committee, develop its terms of reference, and support its role within the faculty.
- + Identify opportunities to use technology to support and enhance teaching.
- + Transition to computer-based assessment in order to improve timeliness and quality of feedback to support learning, as well as improve overall reliability and validity of assessments.



OBJECTIVE

Establish a culture of scholarly activity in Teaching and Learning.

Strategies:

- + Recognize faculty member efforts in The Scholarship of Teaching and Learning in formal evaluation efforts.
- + Formalize internal support as well as an application and review process to access established funding opportunities in Scholarship in Teaching and Learning both internally and externally to the university.



OBJECTIVE

Enhance faculty collaboration.

Strategies:

- + Establish venues for faculty members to share and create innovative teaching strategies.
- + Recognize collaborations in teaching in annual reports and evaluation.
- + Highlight one or more innovative or collaborative teaching accomplishment in each faculty annual report.

5

EFFECTIVELY SUPPORT OUR MISSION THROUGH STRONG ORGANIZATION AND ADMINISTRATIVE STRUCTURE



OBJECTIVE

Ensure adequate budgets for excellence in teaching, research, scholarly dissemination, and administration.

Strategies:

- + Establish course budgets which include all expenses for courses and teaching assistant funding.
- + Adjust budgets annually based on growth, priorities, and documented need.
- + Implement processes to reconcile budget and expenditures for courses and for course coordinators to review at each year end for all programs.



OBJECTIVE

Enhance the faculty's advancement activities to improve external engagement, fundraising, and alumni/stakeholder relations.

Strategies:

- + Establish a professional stakeholder roundtable/council to strategize ways to promote and inform the public about the profession.
- + Implement a communication campaign to raise awareness and inform the public about the new PharmD program and the evolving role of pharmacists in the health care system.
- + Establish a strong media presence through the creation of internal processes and

supports to encourage and enhance engagement with the media.

- + Implement an enhanced alumni events strategy to build turnout and engagement.
- + Utilize social media, events, and meetings to inform external stakeholders - including potential applicants, donors, faculty and staff members - about faculty activities and goals.
- + Ensure partnership with central university units and collaboration with other faculties.
- + Redevelop the faculty website as a tool for engagement with strategic focus on the desired stakeholders it is targeting.
- + Improve the use of fundraising to advance the mission of the faculty.



OBJECTIVE

Enhance support and resources available to recruit and promote highly successful faculty and staff.

Strategies:

- + Identify ongoing areas of staffing needs and opportunities for addressing those needs.
- + Formalize a faculty/staff orientation/onboarding program that includes descriptions of the educational program, research, teaching and advancement supports, and human resource and organizational structure.
- + Establish cross training/succession planning for all staff/faculty, including administrators.
- + Enhance opportunities for the needs of the faculty and staff to be heard and addressed through regular and varied feedback mechanisms.
- + Articulate the faculty's culture, and implement strategies that help establish and maintain the desired culture within the faculty/staff, and within the student body.
- + Develop general workload guidelines for the various types of academic and administrative faculty.
- + Explore opportunities for using the university's new Academic Teaching Stream agreement to employ faculty with more of a focus on teaching, learning, and scholarship.
- + Establish formal mentorship programs for research, teaching, and service career planning progression.



OBJECTIVE

Review organizational structure and leadership strategies.

Strategies:

- + Conduct continuous review of the faculty's strategic plan and effectiveness of its organizational structure.
- + Establish a standing strategic planning committee that is responsible for overseeing the implementation and effectiveness of the strategic plan.
- + Establish formal connection between the university strategic planning bodies and the faculty's strategic planning committee.
- + Merge ongoing evaluation activities to include annual assessment of relevant strategic plan outcomes.
- + Provide an annual presentation and discussion of the assessment results to faculty and staff members.



OBJECTIVE

Continue to develop the faculty's assessment plan to evaluate the achievement of the Canadian Council for Accreditation of Pharmacy Programs standards.

Strategies:

- + Establish fixed supports to ensure emerging assessment activities can be sustained.
- + Enhance reporting structure and process to ensure appropriate stakeholders receive targeted results in a timely fashion to support meaningful improvement.
- + Enhance communication between relevant internal and external stakeholders to improve accountability.
- + Create an employment survey to generate a new source of program evaluation data.
- + Establish better monitoring of student performance as a new source of program evaluation information.



KATZ GROUP CENTRE FOR PHARMACY AND HEALTH RESEARCH



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