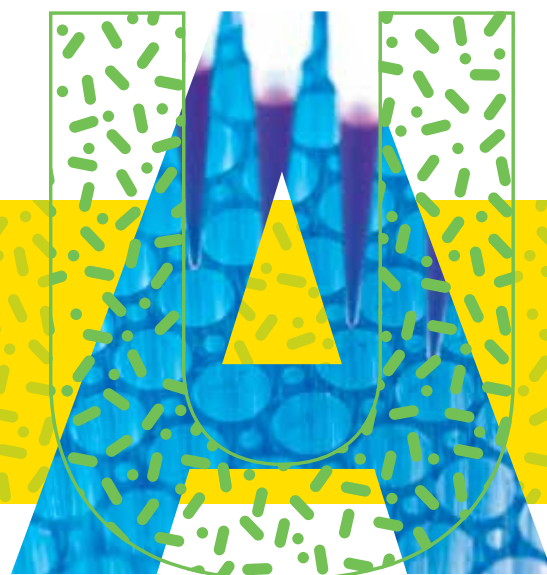


July 2024 – March 2025

# Faculty of Pharmacy and Pharmaceutical Sciences **STRATEGIC PLAN ANNUAL REPORT**

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**The University of Alberta Faculty of Pharmacy and Pharmaceutical Sciences is located on Treaty 6 territory, the traditional lands of the Cree, Saulteaux, Blackfoot, Métis, Dene, and Nakota Sioux Peoples.**

At our Faculty, we come together on this land to learn and share knowledge about pharmaceutical drugs and their use in improving the health of our communities. We acknowledge that this education has been shaped by a colonial view of health.

We are committed to continuously learning from Indigenous knowledge holders, reflecting on the harm caused by colonial health frameworks, and actively working toward reconciliation. This includes understanding how we can give back to the land, not only as guests but as stewards, while taking tangible actions to build partnerships with Indigenous

and minority communities. Through ongoing efforts to engage community, we aim to foster meaningful collaborations that contribute to the reclamation of health and wellness.

We are on a learning journey about how to create a supportive, inclusive environment that promotes well-being, psychological safety, and anti-racism for all members of our community. In all of these efforts, we recognize the critical importance of land, culture, and spirituality, and we will make space for Indigenous leadership as we walk together on this path toward healing and reconciliation.

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# Dean's Message

**It has been a year since we launched the new strategic plan, designed to guide the activities of the Faculty of Pharmacy and Pharmaceutical Sciences through 2029.**

Today I'm very pleased to share with you this report on the first year of our work toward making the vision and goals of that plan a reality. As you will see when reading, the success we have seen over the past year is a direct result of the dedication and commitment of everyone in our Faculty community, working together not only to formulate the plan but also to see that it is implemented in the four key areas identified: Teaching and Learning, Research and Innovation, People and Culture, and Community Engagement.

I want to thank every single member of our community who has put so much time and effort into the work represented in this report. By coming together from such a broad range of experience and expertise over the past year, we have all made invaluable contributions to the identity and mission of the Faculty of Pharmacy and Pharmaceutical Sciences. And I know this is only the beginning.

Please enjoy reading about the progress our community has made together.



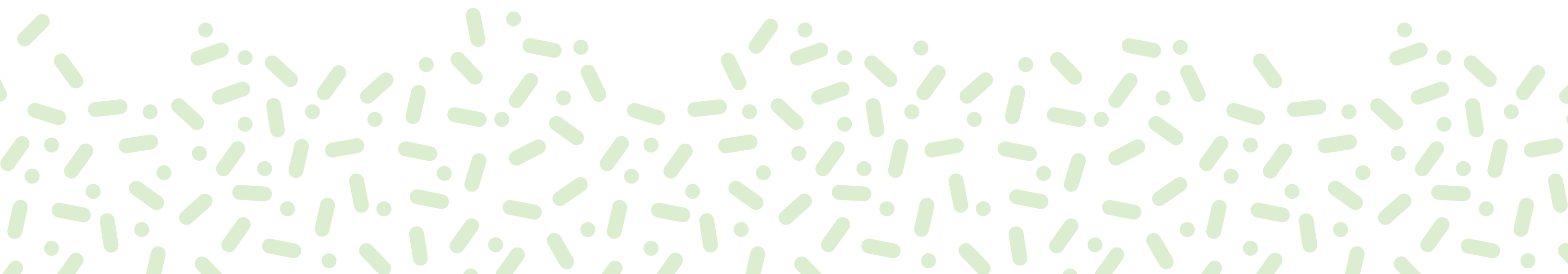
**Christine Hughes**  
'94 BSc (Pharm)  
Dean  
Faculty of Pharmacy and Pharmaceutical Sciences

# Strategic Plan Implementation Year 1

## Reflecting on our progress, shaping what comes next

In July 2024, we officially launched our 2024–2029 Strategic Plan — a bold, values-driven roadmap to guide our Faculty's next chapter in advancing pharmacy education, research, and impact. As we close out this first (partial) year of implementation, we are proud to reflect on what we've built together and energized by the foundation this work has set for what comes next.

Over the past nine months, our strategic plan has become a living guide for decision-making, collaboration, and resource alignment. Across all four strategic areas — **Teaching and Learning, Research and Innovation, People and Culture, and Community Engagement** — project teams have mobilized to bring ideas to life. In total, **106 unique projects** have been launched, with **45 per cent already completed** and another **52 per cent actively in progress**.



# What This Year's Activity Tells Us About Our Priorities

**This year's work tells a clear story: we focused on building strong internal systems, renewing academic programs, and supporting our people – laying the groundwork for deeper transformation in the years to come.**

**35%**  
of projects

## Teaching and Learning

**Thirty-five per cent of projects** were tagged to Teaching and Learning goals, with the most aligned efforts focused on **curriculum renewal, educational flexibility, student support, and inclusive learning environments**. Highlights include the **PharmD Program Affirmation and Rejuvenation**, new funding and resources **for PharmD** and **graduate students**, and **foundational planning for new student support systems**, and **early direction-setting for post-professional program improvements**.

**9%**  
of projects

## Research and Innovation

**Nine per cent of projects** were tagged to Research and Innovation goals. While fewer in number, these projects created an important foundation by clarifying the Faculty's research identity and working more closely with the Faculty's Research Committee to move forward on strategic priorities.

**82%**  
of projects

## People and Culture

As the most active strategic area, **82 per cent of projects** were tagged to this goal. Projects in this area drove work on **governance renewal, leadership clarity, student and faculty affairs, and professional growth**. New systems and expectations were established for workload, appeals, mentorship, and communication – demonstrating a Faculty-wide **commitment to a transparent and people-centred environment**.

**6%**  
of projects

## Community Engagement

**Six per cent of projects** were tagged to Community Engagement. Though no projects were completed in this area yet, several initiatives were launched to plan for future visibility and connection – including early work to **establish a Dean's Advisory Council**, expand alumni and donor outreach, and develop lifelong learning opportunities. This area is clearly poised for greater focus in Year 2.

# Deep Thanks to Our Community

None of this progress would have been possible without the commitment, creativity, and leadership of our Faculty community. We extend deep appreciation to everyone who contributed – from those offering feedback and participating in committees, to those leading and supporting the many projects now in motion.

In particular, we recognize our **project leads**, whose work has ensured that our ambitions are matched by action. Their coordination, communication, and persistence are helping move the Faculty toward our shared five-year goals in visible, meaningful ways.



# Looking Forward

## Where we started...

These key metrics offer an initial overview of the intended impact of our strategic plan in the years ahead. Representing our baseline position at the close of 2023–2024, these figures indicate a strong starting point with clear avenues for growth. Moving forward, we will track these metrics, alongside more specific indicators of our objectives, and will establish real-time dashboards. These dashboards will allow our community and partners to observe our progress throughout the plan’s implementation.

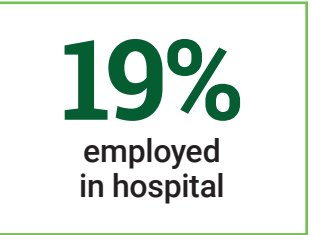
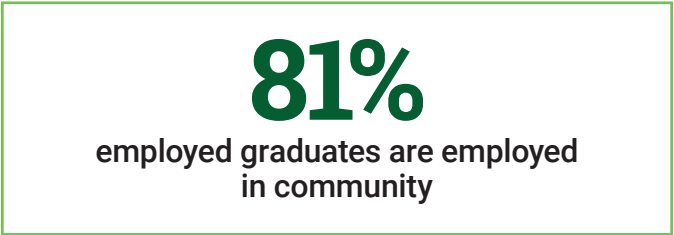
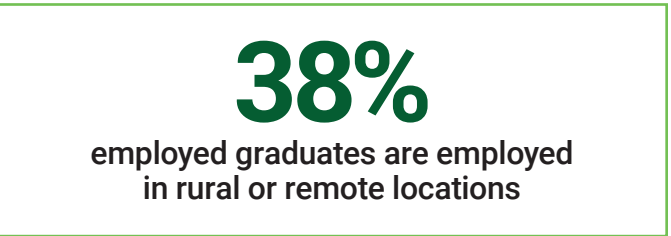
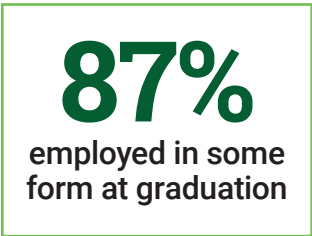
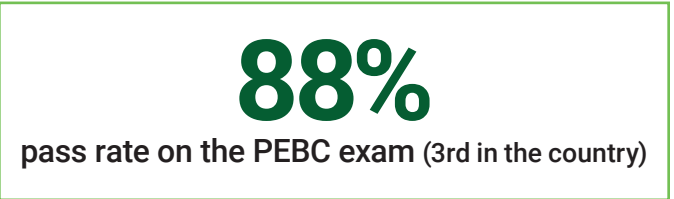
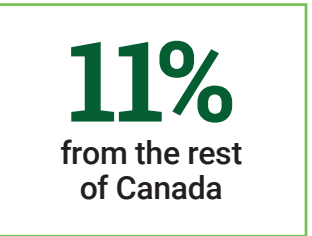
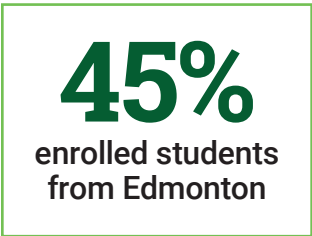
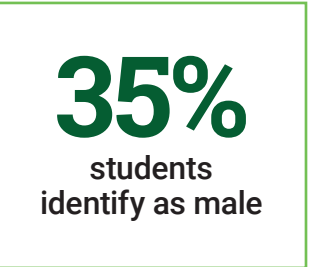
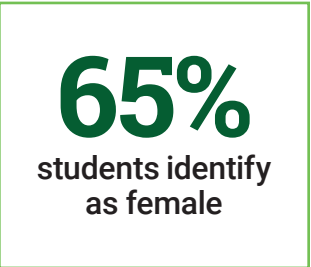
## International Ranking



## People



## The Doctor of Pharmacy Degree



The Graduate Degree Programs

47  
students enrolled in the  
MSc (16) and PhD (31) Programs

57%  
students identify  
as female

43%  
students  
identify as male

43%  
students are  
Canadian citizens

57%  
International

2.21  
average years to complete  
a Masters degree

5.71  
average years to complete  
a PhD degree

7  
Graduate degrees awarded  
(4 MSc and 3 PhD)

Research

19  
Academic Faculty Members

47  
Grant proposals

50%  
funded

\$5.4M  
in funding

PharmD for Practicing Pharmacists

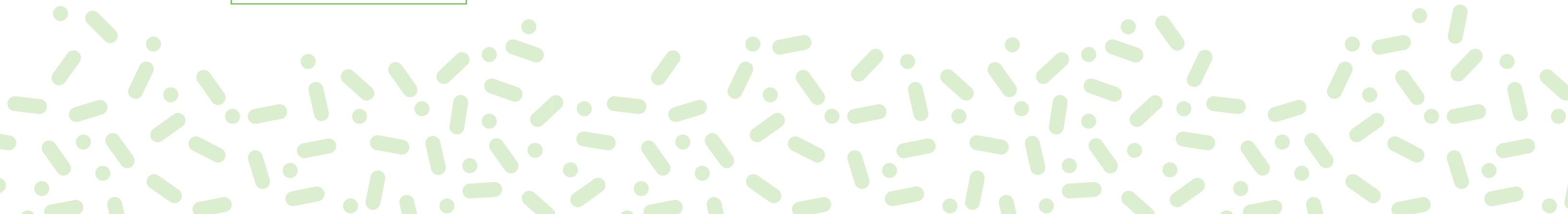
96  
active students in  
this flexible degree

16  
graduates

Certificate to Canadian Pharmacy Practice

38  
students enrolled

33  
certificates granted





# TEACHING AND LEARNING: **INSPIRING INNOVATION, INCLUSION, AND EXCELLENCE IN EDUCATION**

Since July 2024, Teaching and Learning has been a central focus of our Strategic Plan implementation. In this first (partial) year, **37 unique projects** were aligned to this area, with **16 completed**, **19 in progress**, and **two not yet started**. These initiatives reflect our Faculty's strong commitment to building accessible, inclusive, and future-ready programs that prepare learners for impactful careers across the pharmacy and health sectors.



# Key Areas of Focus

## 1. Program Renewal and Flexible Learning Pathways

The **PharmD Program Affirmation and Rejuvenation** was a flagship initiative this year, guiding program review, environmental scanning, and broad consultation to inform future directions for our undergraduate program. These efforts began mapping how topics such as **cultural humility, Indigenous health, and social accountability** are represented in the PharmD program — creating a clearer picture of current strengths and areas for future integration.

Parallel work in the **PharmD for Practicing Pharmacists (PPP)** and **Certificate in Canadian Pharmacy Practice (CCPP)** identified current challenges and began to articulate options for the future of these programs including more modular options and opportunities for increased global and interprofessional relevance.

## 2. Inclusion, Belonging, and Support

**PharmD** student services projects focused on strengthening **financial, social, and academic supports**, with a particular emphasis on equity, peer engagement, and supporting progression.

In the graduate program, work to update **the Graduate Student Handbook**, **streamline admissions**, **centralize student-facing resources**, and establish funding and research training supported with a **graduate entrance scholarship**, establishment of **RA and TA support programs**, and implementation of a **Novartis-funded summer studentship**.

## 3. Instructional Quality and Academic Support

Several projects were launched to improve instructional environments, including enhanced **LMS transition supports**, expanded **assessment and educational technology services**, and a more coordinated approach to **TA training and onboarding**. These changes aim to support instructors at all levels and create more cohesive learning experiences for students.

## 4. Foundations for Digital and Data-Enabled Education

Early work began to modernize how we identify and support learners across programs. A proposal to establish digital infrastructure for **monitoring student progress** was developed and will be partially implemented with the **Canvas** transition. Additional initiatives are exploring **digital health content integration**, as well as technology-enabled instructional innovation — work that will be advanced in Year 2 and beyond.

# Looking Ahead

This first year of activity has laid a strong foundation for what comes next. Faculty and staff from across our community have collaborated to explore what's possible — and to clarify where our energy is most needed.

In the year ahead, we'll be moving from planning into action, implementing curricular and program updates, scaling learner supports, advancing the integration of digital tools, and embedding inclusive, flexible design principles into how we teach and structure our programs. Together, we're creating a learning environment that is innovative, inclusive, and aligned with the evolving needs of the students and communities we serve.







## RESEARCH AND INNOVATION: **ADVANCING DISCOVERY, IMPACT, AND INTERDISCIPLINARY COLLABORATION**

In the first year of Strategic Plan implementation, the Faculty made meaningful progress toward building the foundation for long-term growth in Research and Innovation. A total of **10 unique projects** were aligned to this strategic area, with **four completed, five in progress, and one not yet started**. While several of these initiatives also support Teaching and Learning or People and Culture goals, they collectively reflect an expanding commitment to research capacity, visibility, and graduate student success.



# Key Areas of Focus

## 1. Defining and Elevating Our Research Identity

A strategic project to define the Faculty’s research themes and areas of strength was completed this year. This identity work will guide future hiring, partnerships, external communications, and funding strategy — reinforcing our distinct contributions across both **scientific discovery** and **practice-based research** domains.

## 2. Laying the Groundwork for Innovation and Translation

Early-stage projects were initiated to explore the supports and processes needed to **advance innovation, knowledge translation, and commercialization**. These efforts reflect a growing focus on ensuring our research is not only rigorous, but **relevant** to health-care systems, policy, and community needs.

# Looking Ahead

This year’s activity has laid the foundation for more ambitious growth in **research visibility, support, and output**. In Year 2, we will focus on **establishing and rolling out the Faculty’s research identity, expanding mentorship and development for early-career researchers, strengthening our internal capacity for grant development, and engaging the faculty’s Research Committee to support strategic and operational projects and priorities** in innovation, knowledge translation, and interdisciplinary collaboration. We will also explore ways to **grow partnerships with health systems and industry stakeholders** that support **applied research and external impact**.

Thanks to the contributions from our researchers and support staff, we are well positioned to deepen our research impact in the years ahead.





A group of approximately 15 people are posing in a modern office hallway. They are dressed in various costumes, including a witch, a superhero (Wonder Woman), a pirate, and a person in a yellow jumpsuit with a 'MUSTARD' logo. The group is diverse in age and appearance, and they are all smiling and looking towards the camera. The hallway has large windows and a wooden floor.

## PEOPLE AND CULTURE: **FOSTERING A THRIVING, INCLUSIVE, PEOPLE-CENTRED ENVIRONMENT**

The first (partial) year of implementation of our 2024–2029 Strategic Plan saw extraordinary momentum in the area of **People and Culture**. Strategic Goal 3.1 – *having a thriving and diverse student body, faculty, and staff in an inclusive, people-centred environment* – was prioritized by all members of the Faculty's leadership team and drew contributions from across departments and roles.

A total of **77 unique projects** were aligned to this goal. Of these, **41 are already complete**, **34 are in progress**, and **just two have not yet started**. This remarkable level of engagement signals a shared recognition that our people and systems are the foundation of the Faculty's success – and a strong commitment to building the structures that support well-being, inclusion, and collaboration.



# Key Areas of Focus

## 1. Strengthening Governance and Organizational Structure

More than 20 projects focused on clarifying how the Faculty is organized and governed. These initiatives:

- reviewed and refined leadership roles, reporting relationships, and committee structures
- established new terms of reference for Faculty governance and committees
- introduced planning and tracking tools to support **transparency, continuity, and role clarity**
- addressed long standing gaps in how administrative and academic operations are coordinated

This foundational work — led by the Dean, Vice-Dean, and Faculty General Manager — ensures our governance is better equipped to support strategic and day-to-day decision-making.

## 2. Renewing Student Affairs and Support Systems

A strong cluster of projects led by the Associate Dean, Academic and student services team focused on:

- **updating academic appeals and progression processes** to reflect our values of **fairness, consistency, and care**
- expanding **non-financial and peer-based supports** for student well-being and inclusion
- laying the groundwork for systems that allow for more **proactive identification of students at risk**, including initial work in Canvas

## 3. Advancing Professional Growth, Inclusion, and Belonging

Projects in this stream focused on building a supportive workplace for all Faculty members. This included:

- supporting onboarding and launching mentorship initiatives for new faculty
- beginning to address **workload clarity and professional development** for both academic and support staff
- piloting improved **communication tools and staff engagement initiatives**
- initiating early-stage efforts to incorporate **anti-racism, reconciliation, and EDII** principles into recruitment and policy development

## 4. Strategic Leadership and Oversight

The development and launch of **Faculty-wide strategic monitoring processes**, led by the Assistant Dean, Assessment and Evaluation, have created new expectations for how we track, reflect on, and communicate progress. These systems are helping to embed **distributed leadership, purposeful planning, and accountability** in the fabric of our strategic implementation efforts.



# Looking Ahead

As we move into Year 2, the People and Culture area will turn its attention to deepening our efforts in **well-being, equitable workload and recognition, and staff development**. We'll continue improving how we celebrate contributions, sustain leadership capacity, and support inclusion and engagement at every level.

The progress made this year has been both broad and bold. It reflects a Faculty-wide commitment to growing a culture where people feel **valued, supported, and heard** – and sets the stage for continued collaboration in the years ahead.

We extend our sincere thanks to the many project leads, staff members, faculty colleagues, and committee contributors who are helping to make this vision a reality.





## COMMUNITY ENGAGEMENT: **FOSTERING MEANINGFUL PARTNERSHIPS, PRESENCE, AND SERVICE**

Community engagement is a core part of our mission to improve pharmacy education and health outcomes in Alberta and beyond. In the first year of our 2024–2029 Strategic Plan, early activity began to shape the Faculty's direction in this area, aligned with Goal 4.1: *Having meaningful engagement, impact, and recognition within our communities through service, partnerships, and relationships.*

A total of **six unique projects** were tagged to this goal, and while none were completed in Year 1, all are currently **in progress**. This limited but important activity signals that the groundwork has been laid — and highlights the need for expanded and coordinated efforts moving forward.





# Emerging Areas of Focus

Projects this year touched on a range of engagement priorities and helped scope what a more outward-facing Faculty presence might look like. These included:

- **exploring stakeholder support for a Dean’s Advisory Council**, to bring community and industry perspectives into strategic conversations
- developing the foundation for **lifelong learning and co-education offerings**, intended to serve practicing professionals and connect the Faculty with broader health-care communities
- advancing **fundraising and alumni engagement strategy**, with a renewed focus on visibility and donor relationships
- launching exploratory efforts to **strengthen international partnerships**, including early engagement planning and strategic goal-setting for global outreach

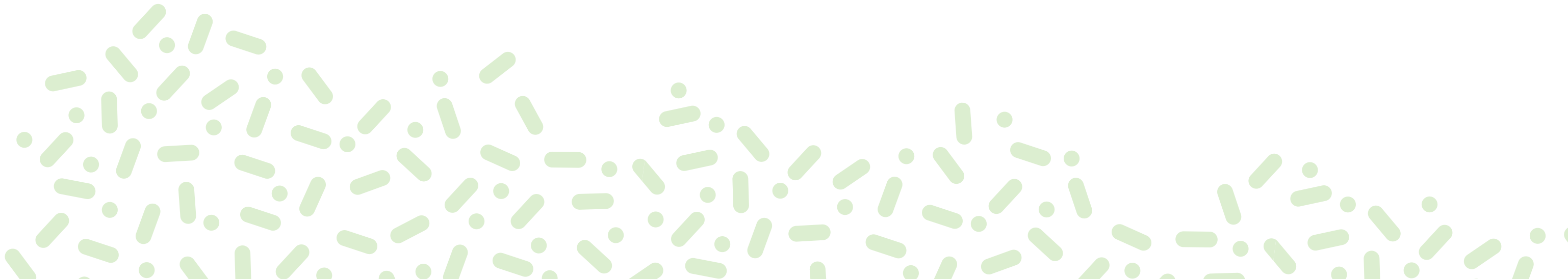
While each of these initiatives is still in its early stages, together they represent a **first step toward a more intentional approach** to community partnership and impact.

# Looking Ahead

Compared to other strategic areas, **Community Engagement remains the most underdeveloped** – but also one of the most full of opportunity. In the year ahead, we will:

- clarify the Faculty’s **definition of community engagement** and identify who our communities are – from alumni and patients to industry, rural practitioners, and global partners
- strengthen internal **capacity for relationship-building, outreach, and lifelong learning** by aligning advancement, teaching, and research portfolios
- identify and promote new opportunities for **faculty, staff, and students to connect their work with the communities we serve** – through education, advocacy, research partnerships, and service

With the leadership of the Dean and support from the Assistant Dean, Advancement, the Faculty General Manager, and strategic leads across all portfolios, we are well positioned to bring this goal to life in a more coordinated, visible, and impactful way in Year 2 and beyond.



# Leading with Purpose.



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