

UTQAP Cyclical Review: Final Assessment Report and Implementation Plan

1 Review Summary

Program(s) Reviewed:	<u>Undergraduate Programs:</u> Doctor of Pharmacy, PharmD - PharmD Program - PharmD for Pharmacists Program Certificate in Global Studies in Pharmacy (U of T Global Scholar) <u>Graduate Programs:</u> Master of Science, MSc, Pharmaceutical Sciences - Fields: - Biomolecular Pharmaceutical Sciences - Clinical, Social and Administrative Pharmaceutical Sciences Master of Science in Pharmacy, MScPhm Doctor of Philosophy, PhD, Pharmaceutical Sciences (regular, transfer, direct-entry, flexible-time) - Fields: - Biomolecular Pharmaceutical Sciences - Clinical, Social and Administrative Pharmaceutical Sciences
Division Reviewed:	Leslie Dan Faculty of Pharmacy
Commissioning Officer:	Vice-President and Provost
Reviewers (Name, Affiliation):	- Michael Coughtrie, Former Dean & Professor of Biochemical Pharmacology, The University of British Columbia - Jayanth Panyam, Dean & Professor, School of Pharmacy, University of Washington - Cate Whittlesea, Professor of Pharmacy Practice & Director, School of Pharmacy, University College London

Date of Review Visit:	March 3-5, 2025
Review Report Received by VPAP:	April 23, 2025
Administrative Response(s) Received by VPAP:	February 20, 2026
Date Reported to AP&P:	March 31, 2026

Previous UTQAP Review

Date: November 26-28, 2018

Summary of Findings and Recommendations

Significant Program Strengths

- Strong research activities, “By every measure, (including extramural funding, numbers of publication, citation index, and others) the University of Toronto is one of the top research-intensive schools of pharmacy in the world”
- Reviewers ranked the Faculty as the top in Canada and within the top 20 in the world
- PharmD provides an appropriate balance of didactic, lab-based, and experiential education
- Students in pharmacy and the pharmaceutical sciences go on to lead in the delivery of healthcare within the province and throughout Canada
- Faculty’s relationships with cognate Faculties and units are strong and collegial

Opportunities for Program Enhancement

- Responding to changes to the profession that could lead to decreased student demand
- Maintaining the quality of applicants
- Leading in the preparation of students for diverse careers by providing programmatic support related to career development and professionalism
- Ensuring an expanded range of experiential placements
- Enhancing the PharmD by modifying the curriculum structure to create space for pharmacotherapeutic and experiential learning opportunities, considering the sufficiency of the pre-rotation course and preparation, and ensuring the quality of community based rotations
- Supporting graduate student progress to completion and additional income streams for graduate students
- Building cross-disciplinary interaction and community across the two graduate fields
- Working with students to address challenges around payments
- Increasing competitiveness of grant applications
- Ensuring clear governance for management of research space
- Extending ethics and responsible conduct in research training
- Continuing to improve low internal morale through better communication and clarification of staff and faculty responsibilities
- Supporting community building especially amongst faculty, and enhancing communication of rules and procedures around course loads, teaching assignments, assessment efforts, and research contracts
- Focusing on diversity and inclusion in the planned climate survey

- Enhancing support for faculty and being more forward-thinking in complement planning
- Addressing the shortage of full time teaching stream or clinician scientists, and the lack of formal onboarding or mentoring for junior and mid-career faculty
- Addressing challenges to the Faculty's financial stability (including building repairs, compensation of experiential sites, and international graduate student costs)
- Considering how, if enrolment is reduced, the Faculty would manage the resulting deficit in tuition revenue

Current Review: Documentation and Consultation

Documentation Provided to Reviewers

- Review Terms of Reference
- Site Visit Schedule
- Self-Study and appendices including access to course descriptions and faculty CVs
- Previous review report including administrative response
- 2022-2027 Academic Plan

Consultation Process

- Vice-President & Provost
- Vice-Provost, Academic Programs
- Dean, Leslie Dan Faculty of Pharmacy
- Director, PharmD for Pharmacists Program
- Director, PharmD Program
- Assistant Professor, Teaching Stream and Academic Lead, Experiential Education
- Acting Associate Dean, Academic
- Acting Associate Dean, Research
- Director, Graduate Department of Pharmaceutical Sciences
- Graduate Students
- Director, Graduate Department of Pharmaceutical Sciences
- Director, Research Administration
- Professor and Director, Centre for Pharmaceutical Oncology
- Director, Finance
- Chief Administrative Officer
- Director, Advancement
- Director, Facilities Management
- Director, Office of Experiential Education (OEE)
- Director, Academic Administrative Services
- Registrar and Director, Student Services
- Director, Information and Learning Technology
- Director, Communications
- Director, Administration, Faculty & Staff Relations

- Manager, Student Records, Scheduling and Assessment
- Administrator, Education Office
- Administrative Assistant & Receptionist, Offices of the Dean and CAO
- Program Course Administrator
- Graduate Programs Coordinator, Graduate Department
- Program Coordinator, PharmD for Pharmacist Program
- Manager, Alumni Relations
- Dean, Faculty of Kinesiology & Physical Education
- Director, Institute of Health Policy, Management and Evaluation, Dalla Lana School of Public Health (DLSPH)
- Associate Director, Centre for Advancing Collaborative Healthcare & Education
- Interim Vice Dean, Strategy, Temerty Faculty of Medicine
- Interim Dean, Faculty of Dentistry
- Dean, Factor-Inwentash Faculty of Social Work
- Vice-Dean, Research and Program Innovation
- Lead, PDR & Practice Consultants, OCP
- Director of Pharmacy Services, The Scarborough Hospital
- Pharmacy Director, St. Michael's Hospital
- Director, Pharmacy Clinical, UHN
- Preceptors
- Undergraduate Students
- Alumni
- Pre-Tenure Faculty
- Teaching Stream Pre-Continuing Status Faculty Members
- Teaching Faculty Clinician Scientists, Clinician Educators, Lecturers

Current Review: Findings and Recommendations

1. Undergraduate Program(s)

Unless otherwise noted, all bulleted comments apply to all programs reviewed.

The reviewers observed the following **strengths**:

- Overall quality
 - ▶ Programs are popular and highly regarded
- Curriculum and program delivery
 - ▶ Program offers practicing pharmacists with a bachelor's degree a pathway to earn the PharmD credential, consistent with established North American upgrading models
 - ▶ Ongoing redesign of PharmD curriculum aligned with best practices in integrated, systems-based health education
 - ▶ PharmD for Pharmacists is delivered primarily online while still providing a substantial experiential component

- ▶ Program is being compressed from four years to three without apparent loss of instructional weeks
- Accessibility and diversity
 - ▶ Faculty actively working to improve access and support for students from historically underserved communities, including Indigenous students, through targeted initiatives and inclusive practices
- Assessment of learning
 - ▶ Assessment modalities have been expanded, and a programmatic approach is actively being developed and implemented to enhance evaluation practices
- Student engagement, experience and program support services
 - ▶ Faculty, in partnership with the Faculty of Nursing, has engaged a Wellness Counsellor, expanding mental health support options available to students
 - ▶ Appropriate resources are in place to support both students and faculty
 - ▶ Students benefit from a wide range of experiential opportunities, supported by precepting pharmacists in community and institutional settings whose strong engagement and enthusiasm are clearly evident
 - ▶ Students have access to wide range of extra-curricular opportunities, including clubs, research, military service, and elite sports, which they view as important enhancements to their experience and beneficial for career advancement
 - ▶ Students have access to many research participation opportunities
- Quality indicators – undergraduate students
 - ▶ PharmD for Pharmacists program continues to attract strong interest from the profession, with roughly 60 potential applicants for the upcoming intake
- Quality indicators – alumni
 - ▶ Graduates secure employment across all areas of pharmacy, as well as in biotech, pharmaceutical industries, government, and other sectors, with many also pursuing further education such as MSc or PhD programs
- Quality indicators – faculty
 - ▶ Program is supported by a sufficient number of appropriately qualified instructional faculty

The reviewers identified the following **areas of concern**:

- Curriculum and program delivery
 - ▶ Despite upcoming implementation of a new program and existing accreditation process for the Entry-to-Practice PharmD, there was too much focus on revisiting current program's quality assurance review, with insufficient attention given to broader strategic issues
 - ▶ Concerns surrounding compression of the Entry-to-Practice PharmD program from four years to three
 - ▶ Proposed compression of program, scheduled for 2025 implementation, lacked a detailed program outline at the time of review and had not yet received formal approval from the University
 - ▶ Reviewers did not find a strong academic or business case for the program compression

- Accessibility and diversity
 - ▶ Process for managing student accommodations, both centrally and within the Faculty, appears overly bureaucratic and strained, and students who do not meet assessment expectations seem to receive a relatively high number of reassessments opportunities
- Assessment of learning
 - ▶ Feedback from students, alumni, staff and faculty, on the program compression was mixed, and many individuals not directly involved expressed confusion or limited awareness among those not directly involved regarding both the rationale for the changes and the details of the program
 - ▶ Undergraduate students expressed concern that proposed condensed 3-year PharmD program may limit access to opportunities to participate in research
 - ▶ Concerns were raised about reduced time for extracurricular activities that students value for career advancement, particularly during the summer months
- Student engagement, experience and program support services
 - ▶ Most observations for the PharmD for Pharmacists program mirror those identified for the Entry-to-Practice PharmD, and the inability to speak with students or graduates of the program limits further insight

The reviewers made the following **recommendations**:

- Curriculum and program delivery
 - ▶ Consider assessing viability of a distributed PharmD model that introduces student cohorts at campuses such as Scarborough and Mississauga, supported by a robust business case
 - ▶ Give careful consideration to the implications of the imminent major changes to the PharmD program and ensure they are managed effectively in the short, medium, and long terms
 - ▶ Explore opportunities that exist for delivering academic programs at other sites in the tri-campus system
- Quality indicators – undergraduate students
 - ▶ Determine appropriate timeline for concluding the PharmD for Pharmacists program by assessing ongoing student interest and evaluating its financial sustainability

2. Graduate Program(s)

Unless otherwise noted, all bulleted comments apply to all programs reviewed.

The reviewers observed the following **strengths**:

- Overall quality
 - ▶ Popular and well-regarded graduate academic programs
 - ▶ Mature MSc and PhD programs offering specialized training in key pharmaceutical sciences fields

- Objectives
 - ▶ MScPhm is a two-year full-time (or up to 4-year part-time) program designed to produce advanced pharmacy practitioners through a combination of coursework, a research project, and clinical practicum training
- Student engagement, experience and program support services
 - ▶ Culture among graduate students, faculty, and staff appears very positive, with students expressing enthusiasm and general satisfaction with their programs
 - ▶ Enhanced infrastructure and highly regarded Graduate Office supporting graduate education and research
- Student funding
 - ▶ Minimum stipends have increased

The reviewers identified the following **areas of concern**:

- Overall quality
 - ▶ Reviewers were unable to speak with students or graduates from the Entry-to-Practice PharmD program, limiting direct feedback, though no quality assurance concerns were identified regarding its design, assessment, or student support
- Curriculum and program delivery
 - ▶ MScPhm program faces uncertainty due to low interest from potential students, reflecting broader changes in pharmacist training pathways such as the widespread adoption of the PharmD, expanded residency options, and numerous postgraduate research opportunities
 - ▶ Students expressed concern about the limited range of course options within the Faculty and the need to take courses offered by other units
 - ▶ Students were concerned about the limited availability of experiential opportunities such as internships, even though these placements can extend program completion times
- Quality indicators – graduate students
 - ▶ MScPhm program launched in 2020, has produced five graduates to date and currently has three students enrolled, raising concerns about its small scale
 - ▶ PhD completion times remain highly variable and, on average, are considered too long
- Student funding
 - ▶ Although minimum stipends have increased, graduate students are still required to pay tuition

The reviewers made the following **recommendations**:

- Overall quality
 - ▶ Consider suspending MScPhm program and repurposing course material for non-degree credentials such as diplomas or certificates that may offer greater financial sustainability

- Curriculum and program delivery
 - ▶ Consider expanding availability of experiential opportunities such as internships, recognizing their value to students despite their impact on completion times
- Quality indicators – graduate students
 - ▶ Develop and implement processes, policies, and procedures aimed at reducing the average time to completion for PhD students

3. Faculty/Research

The reviewers observed the following **strengths**:

- Research
 - ▶ Good facilities available for teaching and research
 - ▶ Faculty conducts high-level research across biomedical, clinical, and social and administrative sciences, comparable to leading peer institutions nationally and internationally
 - ▶ Faculty has appropriate facilities and resources to support research, with the Centre for Pharmaceutical Oncology serving as an excellent example of a valuable core resource and a model that could inform future research initiatives

The reviewers identified the following **areas of concern**:

- Research
 - ▶ Departure of two major research faculty members, whose ties to the Faculty are gradually diminishing, raises concerns about sustaining research capacity
 - ▶ Research grant funding levels are relatively low compared with the Faculty and University's ambitions and with national and international rankings
 - ▶ Faculty lacks a clearly defined identity, particularly in relation to its research focus, beyond its branding
 - ▶ Overall research grant funding does not align with the Faculty's ambitions or current status, with an over-reliance on CIHR funding and contributions from adjunct faculty, alongside variable research productivity among some faculty members
- Faculty
 - ▶ There is no clearly articulated or communicated plan for faculty renewal, including how upcoming retirements will be addressed
 - ▶ Faculty complement is heavily skewed toward individuals later in their careers.
 - ▶ There is a risk of reduced professional identity and limited pre-tenure teaching opportunities for faculty in the pharmaceutical and social science research stream
 - ▶ Faculty complement is top heavy, with a significant imbalance between the number of Full Professors and Assistant Professors in the tenure stream

The reviewers made the following **recommendations**:

- Research
 - ▶ Extend the model of Faculty-supported research centres, such as the Centre for Pharmaceutical Oncology, to additional research areas to further strengthen available facilities and resources.
- Faculty
 - ▶ Use the current period of increased faculty renewal as an opportunity to build research capacity, critical mass, and focus within the Faculty
 - ▶ Develop a clear plan to enhance and expand the quantity and quality of research enterprise through strategic hiring aligned with expected retirements

4. Administration

Note: Issues that are addressed through specific University processes and therefore considered out of scope for UTQAP reviews (e.g., individual Human Resources issues, specific health and safety concerns) are routed to proper University offices to be addressed, and are therefore not included in the Review Summary component of the Final Assessment Report and Implementation Plan.

The reviewers observed the following **strengths**:

- Relationships
 - ▶ Faculty has enjoyed a very strong reputation over the decades
 - ▶ Faculty members, staff, and students were highly engaged in the review process and expressed strong enthusiasm and pride in their association with the Faculty.
 - ▶ Dean has provided strong leadership and is respected and valued by faculty, staff, and students within the Faculty, across U of T, and nationally
 - ▶ Students, faculty, and staff appeared highly engaged and appreciative of Faculty's physical and intellectual environment
 - ▶ Strong institutional support, with Faculty and Dean viewed as innovative and collaborative across Health Sciences
 - ▶ Faculty administrative support is highly valued, with particular recognition for the contributions of the Research Office
 - ▶ Exceptional alumni engagement that contributes meaningfully to the Faculty and University
 - ▶ Faculty has established wide range of productive and valuable relationships within U of T and with external organizations across Canada and internationally
 - ▶ Faculty has strong partnerships with other Health Sciences units at U of T, with representatives expressing appreciation for its innovative and collaborative approach
 - ▶ Valuable relationships with external Pharmacy sector partners that strengthen experiential education

- Organizational and financial structure
 - ▶ Faculty benefits from a relatively flat organizational structure, with the Dean supported by two Associate Deans and thematic leads for research and graduate studies
 - ▶ Expanded Research Office is well respected by faculty, staff, and students, offering proactive and wide-ranging support for research activities
- International comparators
 - ▶ Faculty is well regarded nationally and internationally

The reviewers identified the following **areas of concern**:

- Relationships
 - ▶ Internal and external communication require significant improvement during this transitional period
 - ▶ Faculty's role in supporting rural and remote communities is unclear, raising concern given the importance of advancing healthcare delivery and training in these areas within publicly funded programs in Canada
- Organizational and financial structure
 - ▶ Medium-term financial challenges exist due to declining provincial funding and tuition freezes
 - ▶ Central university administrative inefficiencies increase workloads for faculty and staff
 - ▶ Faculty's financial position appears precarious in the medium to long term, raising concern about the need for new revenue sources
- Long-range planning and overall assessment
 - ▶ Strategic goals and implementation plans are not clearly defined or articulated

The reviewers made the following **recommendations**:

- Relationships
 - ▶ Consider improving and expanding internal and external communications to better support the Faculty through this period of significant change
 - ▶ Build on existing partnerships with biotechnology and pharmaceutical industries to develop programs aligned with sector needs
 - ▶ Improve internal and external communications to better support planning and change management
- Organizational and financial structure
 - ▶ Explore opportunities for innovative, revenue-generating academic programming within Toronto's biosciences ecosystem
 - ▶ Consider strengthening and clarifying the Faculty's leadership structure by adding senior roles to support the Dean, such as an Associate Dean Students, an Associate Dean Graduate and Postdoctoral, and a Director of Administration to oversee support staff
 - ▶ Examine opportunities for long-term revenue generation through new academic programs leveraging the biotechnology sector in Toronto and Ontario

- ▶ Take steps to strengthen and expand leadership team to support the Dean
- Long-range planning and overall assessment
 - ▶ Develop and implement a bold and forward-looking strategic vision for Faculty
 - ▶ Explore new avenues for revenue generation by developing innovative and attractive academic programs to improve Faculty's medium- to long-term financial sustainability
 - ▶ Consider focusing long-term planning on implementing a bold strategic vision to maintain institutional reputation and competitiveness
 - ▶ Consider prioritizing investment in a few key research areas by recruiting and supporting excellent early career faculty and developing innovative, revenue-generating academic programs. These efforts may also open opportunities for deeper engagement and financial partnerships with Toronto's strong biotechnology ecosystem.
 - ▶ Develop and implement a clear strategic plan for the Faculty

2 Administrative Response & Implementation Plan

February 20, 2026

Professor Nicholas Rule
Vice Provost, Academic Programs
University of Toronto

Re: Administrative Response to 2024-25 External Review of the Leslie Dan Faculty of Pharmacy

Dear Professor Rule,

On behalf of the Leslie Dan Faculty of Pharmacy, I would like to thank you and your team for all your support throughout the external review process.

I would also like to thank the reviewers, Michael Coughtrie, University of British Columbia, Jayanth Panyam, University of Washington and Cate Whittlesea, University of London for their thorough review and recommendations for the Faculty.

Overall, the reviewers had a very positive view of the Faculty, noting our excellence in undergraduate and graduate education, research, and alumni engagement. The reviewers' overall assessment of the faculty and programs was highly positive, noting our national and international recognition and the positive engagement of our students, faculty and staff. Additionally, they offered guidance on key challenges and opportunities, such as the potential development of a distributed PharmD model that could introduce a cohort of students at other U of T campuses to provide an opportunity for growth in the UTSC/Scarborough or UTM/Mississauga communities and leverage strengths, talent, and unique features of those communities, and create novel connections to first entry programs.

Following receipt of the final External Review Report, it was shared with the Self-Study Working Group and a meeting was convened to review the recommendations. An update was provided at Faculty Council on September 22, 2025, including an outline of the consultation process that would follow to inform the Faculty's response. Individual meetings were held with unit leaders and teams between October and November 2025 to review recommendations relevant to their areas and gather input to inform the responses. Input for each recommendation was incorporated into the draft responses and shared with the Self-Study Working Group for final review and additional input in January 2026. In February 2026, the updated response was posted on the internal LDFP SharePoint site for all faculty and staff to review and provide feedback prior to final submission.

This administrative response and implementation plan is the outcome of our consideration of the input and feedback for these groups.

Our current academic plan extends through 2027, and the External Review, along with this response and implementation plan, will be key inputs as we develop the next academic plan.

I look forward to any questions or suggestions from your team and the Committee on Academic Policy and Programs

Sincerely,

Lisa Dolovich

Lisa Dolovich
Professor and Dean, Leslie Dan Faculty of Pharmacy
University of Toronto

2024-25 Provostial UTQAP Review of the Leslie Dan Faculty of Pharmacy - Review Recommendations

Legend:

D = Dean
 ADR = Associate Dean, Research
 ADA = Associate Dean, Academic
 ADSS = Associate Dean, Student Success
 D-PharmD = Director, PharmD Program
 D-PharmSci = Directors, Graduate Department of Pharmaceutical Sciences

D-PfP = Director, PharmD for Pharmacists Program
 D-CPD = Director, Continuing Professional Development
 D-Com = Director, Communications
 CAO = Chief Administrative Officer
 DAAS = Director, Academic Administrative Services

Request Prompt verbatim from the request	Rec. #	Recommendations from Review Report verbatim from the review report	Program and Dean’s Response	Actions and Timeline
The reviewers raised concerns, echoed by some faculty and students, regarding the planned compression of the PharmD program from four to three years, noting the potential impacts on student experience and professional development opportunities. They emphasized that careful consideration, strategic management, and communication around the implications of this change will be critical in the short, medium, and long term.	1.	“Give very careful consideration to the implications of the imminent major changes to the PharmD program and how they are managed in the short, medium, and long terms.”	The design and delivery of Canada’s first accelerated three-year PharmD program has required a deliberate, evidence-informed and principled rethinking of what future pharmacists need to learn. Although accelerated, the program includes one additional instructional week compared to the 4-Year program and has resulted in a design that aligns with national and international trends in health science education. Recognizing reviewers’ observations were made during the planning phase, now that the program has launched, early indicators have confirmed that student success rates in the first year of the program align closely with results in relevant courses in the 4-year curriculum. To manage transition from a 4 to 3 year PharmD program effectively, the Faculty established (1) robust governance and oversight mechanisms for curriculum renewal and designated course stream leads, (2) a new role of Senior Research Associate – Psychometrician, (3) a Student Progress Committee (SPC) to support the tracking of student progress and	Short Term [6 months] - Establish Catalyst week as a Year 1 course [D-PharmD] - Regular updating of communication plan based on experience during initial program rollout including providing regular updates on progress to internal and external interest holders [D-Com] Medium Term [1 year] - Regular monitoring of trends in student participation in components of student life. [ADSS] - Establish additional certificates to provide additional opportunities for students to pursue their interests. [D-PharmD]

			success within the Program, (4) a formal communication plan for key audiences, (5) focused messaging for students, faculty, preceptors and other stakeholders including a regular newsletter, (6) an academic lead in the area of program evaluation; (7) created the first week as a Catalyst Week to introduce the program to learn about the academic expectations and professional culture of pharmacy, (8) maintain a weekly 2-hour common block opportunity to encourage participation in student organizations and clubs, participate in co-curricular activities, and have opportunities for leadership development, (9) developed an Electives, Pathways and Certificates Working Group, (10) held regular faculty member retreats to share experiences to date and co-develop the next set of educational activities and (11) is regularly measuring student experience with the Program as part of the overall Program Evaluation plan.	
The reviewers noted consistently low enrolment in the MScPhm program since its establishment in 2020 and affirmed the Faculty’s plans to consider appropriate future directions for the program, including the possibility of closure.	2.	“Suspend the MScPhm program. Course material could be repurposed for other non-degree credentials such as diploma/certificate that would likely provide greater financial sustainability.”	Since receiving the reviewers’ recommendation, admissions to the MScPhm program have been suspended, and we are undertaking a review of the program as part of a broader Graduate Programs Renewal initiative.	Short Term [6 months] - Administrative Suspension of Admissions - MScPhm Program [D] - Establish Graduate Program Renewal Committee [D] Short to Medium Term [6 months to 1 year] - Explore repurposing select courses into certificate, graduate diploma, and Continuing Professional Development programs with possible pathways to MScPhm program [D-PharmSci] Long Term [2-3 years] - Graduate Program Renewal Advisory Committee to make recommendations on redesign and/or closure of MScPhm program [D-PharmSci]
The reviewers noted that, although the PharmD for Pharmacists (PfP) continues to attract interest, the program will have a finite lifespan. They recommended that the Faculty	3.	“The Faculty will need to decide when it is appropriate to sundown the [PharmD for Pharmacists] program	As noted by the reviewers, admissions to the PharmD for Pharmacists program have remained relatively stable. While these numbers indicate continued interest in the near term, we recognize the importance of planning proactively for a time when demand may	Short to Medium Term [6 months to 1 year] Monitor annual admission rates and flag if they fall below a predetermined level for two consecutive years [D-PfP]

consider when it may be appropriate to sunset this program, based on student demand and financial sustainability.		based on the level of interest from potential students and financial sustainability considerations.”	decrease. The Faculty is developing a clear framework to guide any future decision to sunset the program which will incorporate efficient and flexible delivery models, repurposing and extending components of the PfP program to broaden impact and create new educational pathways, international partnership models, micro-credentials, certificate pathways, and integration with the three-year PharmD program.	Long Term [2-3 years] • Repurpose components of the PfP program to broaden impact and create new educational pathways including more efficient and flexible delivery models, bundling selected courses by shared themes and learning outcomes into micro-credentials and certificate pathways, and integration with the three-year PharmD program [D-PfP & D-CPD] • Develop and implement a communication plan for any changes made to the program. [D-Com] • Explore international partnership models for dual-degree pathways [D-PfP]
The reviewers recommended that the Faculty consider strategies to further strengthen processes and supports for students in the doctoral program, and work to reduce the average time to PhD completion.	4.	“Develop and implement processes/policies/procedures that result in a reduction in the average time to completion for PhD students.”	The Graduate Department is committed to improving these outcomes by using the School of Graduate Studies’ “Improving Doctoral Time to Completion: Best Practices for Doctoral Students” to guide accountability related to time to completion. We continue to strengthen monitoring and support mechanisms. In September 2024, we launched Prograds, an online platform accessible to students and faculty that tracks key program milestones such as committee meetings and completion of course requirements, enabling students and faculty to more easily monitor progress. We are working to enhance Prograds’ reporting capabilities and to integrate it into Academic Standing reviews so that emerging concerns can be identified earlier. In Fall 2025 we finalized new guidelines for addressing unsatisfactory performance at advisory committee meetings. The Faculty has also increased PhD stipends to \$40,000 and introduced Dean’s Fellowships and top-up awards to reduce financial pressures that can prolong time to completion. We actively connect students with university-wide resources such as the Centre for Graduate Mentorship & Supervision (CGMS), the Graduate Centre for Academic Communication (GCAC), and SGS writing groups, and we are raising awareness of these supports through targeted	Short Term [6 months] • Hire an Associate Dean, Student Success, to provide support in student progress; search underway December 2025 [D] • Review the School of Graduate Studies’ “Improving Doctoral Time to Completion: Best Practices for Doctoral Students,” identify additional strategies and develop an implementation plan [D-PharmSci] Short to Medium Term [6 months to 1 year] • Enhance reporting capabilities within Prograds [D-PharmSci] • Develop, implement, and regularly monitor aggregate reporting of student progress [D-PharmSci]

			communications. We will further strengthen our supports by working with the newly approved Associate Dean, Student Success role which will provide strategic oversight of graduate student progress.	
Noting several recent faculty departures and anticipated retirements, the reviewers recommended that LDFP engage in strategic and comprehensive complement planning. They highlighted the importance of affirming and refining the Faculty's research priorities when pursuing new appointments.	5. & 6.	“Develop a clear plan to enhance and expand the quantity and quality of the research enterprise through strategic hiring based on upcoming retirements.” “A higher pace of recent faculty renewal offers a once in a generation opportunity for renewal and building research capacity/critical mass/focus.”	Hiring priorities are guided by our Academic Plan, existing and planned research Centres of Excellence, and regular focused consultations with faculty members and external interest holders to identify specific areas of research expertise that would enhance and expand the quantity and quality of the research enterprise and ensure specific areas of expertise are present in the Leslie Dan Faculty of Pharmacy.	Short Term [6 months] - Complete hiring of an Assistant Professor, AI in Health Care [D] - Complete hiring of a Professor, AI in Health Care [D] Short to Medium Term [6 months to 1 year] - Participate in IMPACT+ Research Chair hiring opportunity [D and ADR] - Complete hiring of a scientist focused on Real World Evidence [D] Medium Term [1 year] - Carry out consultation on faculty member hiring priorities during development of the next Academic Plan [D and ADR]
The reviewers identified opportunities for the Faculty to strengthen connections and collaborations across the University's three campuses, such as exploring potential distributed models of PharmD delivery and other academic initiatives.	7. & 8.	“Explore the opportunities that exist for delivering academic programs at other sites in the University of Toronto tri-campus system.” “Distributed model for PharmD – introducing a cohort of students at other U of T campuses such as Scarborough and/or Mississauga (with associated robust business case development)”	The Faculty recognizes the potential benefits of a distributed model for PharmD delivery across the University of Toronto's tri-campus system, including the introduction of cohorts at Scarborough and Mississauga in enhancing accessibility, strengthening partnerships, and enriching experiential learning opportunities. We will continue and grow our pilot project started in 2024-25 in collaboration with experiential partner sites located in the Toronto East Region. This project allows students to complete APPE rotations and experience different aspects of the health care system within this geographical region. The Faculty has also initiated exploratory discussions with leadership at UTM and UTSC to identify and develop collaborative opportunities. These conversations have focused on entry-to-practice pathways (e.g. reserved seating), joint delivery of pharmaceutical sciences and other health-related courses across campuses, combined degree	Short to Medium Term [6 months to 1 year] - Grow Toronto East Region experiential education pilot program [D-PharmD] - Continue discussions with leadership at UTM and UTSC to identify and develop collaborative opportunities. [D] Medium Term [1 year] - Explore development of pre-admission agreements for students [D-PharmD] - Develop academic, operations and business plans for Bachelors of Pharmaceutical Sciences program [D, ADA, and DAAS] - Develop academic, operations and business plans for situating a cohort of PharmD students at UTSC and UTM [ADA and D-PharmD] Long Term [2-3 years]

			programs including leveraging the biotechnology sector in Toronto/Ontario, and hosting cohorts of PharmD students.	Explore pathways for combined degree programs with PharmD program [ADA and D-PharmD]
The reviewers recommended conducting an assessment of current leadership and organizational structures, to ensure that they optimally support the Faculty's objectives.	9. & 10.	“Given the size and complexity of the Faculty, we believe there is an opportunity to strengthen and clarify the leadership team through additional senior positions to support the Dean – e.g. Associate Dean Students, Associate Dean Graduate/Postdoctoral, Director of Administration (very recently hired) to oversee all support staff.” “Take steps to strengthen and expand the leadership team to support the Dean.”	Several steps are already underway to further enhance leadership capacity and organizational effectiveness. The Chief Administrative Officer (CAO) position changed in early 2025, prompting a comprehensive review of administrative staffing which resulted in the creation of the Director, Educational and Administrative Systems (August 2025), who has developed four major automation projects (automated systems for Academic PTR and workload administration, contract tracking, clinical instructor monthly hours tracking, and registrar petitions management). In addition, an Associate Dean, Student Success position has been approved by the Provost, with a search scheduled to launch before the end of 2025. The Faculty has implemented a series of professional development sessions to build leadership capability, for senior leaders and directors (October 2025 to January 2026). Additional realignment of academic and administrative leadership positions are under consideration and will be evaluated for implementation as part of consultation and development of the new Academic Plan	Short Term [6 months] - Implement major automation projects [CAO] - Hiring an Associate Dean, Student Success, to provide support in student progress; search underway December 2025 [D] - Evaluate leadership experience with leadership development sessions and identify further development opportunities [D&CAO] Medium Term [1 year] - Realignment of academic and administrative leadership positions [D&CAO]
Though recognizing the Faculty's current sound financial position, the reviewers acknowledged the potential for future challenges related to the funding landscape in Ontario. They highlighted opportunities to explore innovative new academic programming that engages Toronto and Ontario's vibrant biosciences ecosystem, noting the potential for revenue generation.	11, 12, & 13	The Financial position of the Faculty appears to be somewhat precarious in the medium to long term. Serious thought should be given to exploring new avenues of revenue generation through the provision of innovative and attractive academic programming.” “Examine the opportunities for long term revenue	Faculty acknowledges the reviewers' observations regarding potential medium to long term financial challenges and appreciates the recommendation to explore innovative academic programming as a means of revenue generation. While the Faculty is currently in a strong financial position with healthy reserves, we recognize the constraints imposed by the Ontario funding environment, including a tuition freeze in place since 2019 and ongoing annual increases in salary and benefit costs. The Faculty has maintained fiscal stability through sensible budgeting and prudent reserve management, however it is essential to diversify revenue streams in order to mitigate future risk.	Short Term [6 months] - Launch Graduate Program Renewal Advisory Committee [D] - Launch new graduate program courses in drug development (e.g. AI in Drug Discovery and 'target-to-hit') [D-PharmSci] - Develop a strategy to build on existing relationships and identify new relationships with pharmaceutical and biotechnology partners [D] Short to Medium Term [6 months to 1 year] - Monitor number of applications and acceptance of admissions for the PharmD program [D-PharmD]

		generation through new academic programs leveraging the biotechnology sector in Toronto/Ontario.” “The Faculty has good relationships with a variety of partners in the biotechnology and pharmaceutical industries. There is an opportunity to build on these to develop innovative and relevant academic programming to support this important sector.”	Several initiatives are underway to strengthen financial resilience and to align with the reviewers’ advice to pursue innovative and attractive academic programming that engages Toronto and Ontario’s biosciences ecosystem: • Transition from a four-year (141 educational weeks) to a three-year (142 educational weeks) PharmD program is expected to be very attractive to students interested in health professions education, keeping our applicant pool strong and building opportunity for program expansion • Expansion of Continuing Professional Development offerings • Expansion of the International Pharmacy Graduate Program • Renewal of the Pharmaceutical Sciences graduate program with strong emphasis on streams that will leverage the biotechnology sector in Toronto/Ontario including AI, management/leadership/entrepreneurship, and preclinical translation We are exploring the opportunity to better support commercialization including a component of financial return to the Faculty. We are also examining internships and experiential learning opportunities as a mechanism to enhance professional development.	• Continue discussions with leadership at UTM and UTSC to identify and develop collaborative opportunities [D] Medium Term [1 year] • Develop academic, operations and business plans for Bachelors of Pharmaceutical Sciences program [D, ADA & DAAS] • Develop academic, operations, and business plans to increase programs and enrolment in the Continuing Professional Development Program [D-CPD] • Develop academic, operations, and business plans to increase enrolment in the International Pharmacy Graduate Program [D-IPG] • Develop academic, operations, and business plans for renewed a graduate education program including streams such as Drug Development and Management program [D-PharmSci] • Prioritize new / revised academic program development based on planning groundwork [ADA] • Develop commercialization strategy [ADR] • Explore pathways for internships and experiential learning opportunities [D-PharmSci]
The reviewers observed that, although the Faculty has enjoyed a strong reputation over decades, maintaining and enhancing this standing in a competitive landscape will require the development and implementation of a “bold strategic vision.” They emphasized the importance of ensuring that the Faculty’s strategic planning exercises effectively guide priorities	14.	“Develop and implement a clear strategic plan for the Faculty.”	The Faculty appreciates reviewers’ observations and agrees that sustaining and enhancing our strong reputation in a competitive landscape requires a bold and forward-looking strategic vision. We will initiate planning for our next Academic Plan in 2026 which will provide a timely and structured opportunity to develop a clear strategic vision and plan. We expect the new Academic Plan will address expansion and diversification of our academic programs, continued excellence in research, and faculty and staff complement planning to support our mission.	Short Term [6 months] • Initiate development of the next Academic Plan [D] Medium Term [1 year] • Finalize Academic Plan [D]

related to research focus, faculty complement planning, and academic program development.				
The reviewers highlighted the need for clear communication of the Faculty’s strategic priorities and any planned program changes, and broadly recommended that the Faculty explore ways to strengthen internal and external communications.	15.	“Improve external and internal communications, in particular to support strategic planning and implementation.”	Over the past five years, substantial progress has been made to enhance our strategic communications, including the launch of a fully redesigned, secure, accessible, mobile-friendly website and an LDFP-specific brand that cohesively aligns with the larger university brand identity. Since launching these key assets in 2020, we have seen marked improvement across a range of indicators, including significant increases in application rates for our professional pharmacy program, deepened engagement across all external communication channels as measured by growth and reach, and the successful launch event for our current Academic Plan in 2023 that attracted over 300 interest holders, leaders and alumni from across pharmacy practice, industry, government, and academia. Our publicly available annual digital Dean’s Reports have earned more than 1,000 views per year since 2020. In the last year, our two primary social media accounts, LinkedIn and Instagram, have achieved follower growth of 28% and 40%, respectively. Total pageviews on our website pharmacy.utoronto.ca were over 1 million, and we earned 38,000 unique pageviews on LDFP news stories. Several communications initiatives have recently been rolled out to support internal engagement with enterprise-wide change as we transitioned to a new three-year program structure for our Doctor of Pharmacy Program that launched in August 2025. These include a dedicated curriculum renewal newsletter, an enhanced resources hub hosted on SharePoint, Dean’s Messages, faculty-wide town hall meeting, and open PharmD Program Committee meetings.	Short Term [6 months] • Consult with Dean’s Advisory Committee on alignment of Faculty communications priorities with priorities of external stakeholders [D-Com] • Incorporate communication plans into major academic program change initiatives from the outset [D-Com] Short to Medium Term [6 months to 1 year] • Regular communication reports at Faculty Council and Faculty and Staff meetings [D-Com] • Continued regular monitoring of communication channel performance and engagement [D-Com]

3 Committee on Academic Policy & Programs (AP&P) Findings

The spokesperson for the reading group reported that the review summary accurately described the full review, and that the Dean's administrative response adequately addressed all issues identified. The Reading Group sought additional clarification on how the Faculty plans to address concerns surrounding the volume and diversity of grants.

Lisa Dolovich, Dean, responded that the faculty focuses on many metrics related to research to ensure that targets are met. Dean Dolovich reported that the Faculty has increased their funding from \$12.6 million in 2023-24, to \$17 million projected this year. Dean Dolovich reported that awards increased from 117 to 159 and that the Faculty has the second highest award participation at the University of Toronto. The Dean noted that the increase in different types of funding puts focus on commercialization and partnerships which will increase research productivity.

No follow-up report was requested.

Members had no questions.

4 Institutional Executive Summary

The reviewers observed that the Leslie Dan Faculty of Pharmacy (LDFP) is well-regarded nationally and internationally, and enjoys strong decanal leadership that is respected and valued by faculty, staff, students, and external stakeholders across Canada. They noted that the majority of LDFP's programs are popular and highly respected, and that facilities for teaching and research are strong. They highlighted the engagement of students, faculty, and staff – who value the Faculty's intellectual and physical environment – and noted that LDFP is seen as an innovative and collaborative partner within the University. They also noted a positive culture within the graduate programs and commended the range of experiential and extracurricular opportunities available to students. Staff provide excellent support that is greatly appreciated throughout the Faculty, and LDFP benefits from strong relationships with partners in the pharmacy profession and the broader life-sciences sector. Finally, the Faculty demonstrates strong engagement with alumni, who value their ongoing connections to the University and contribute in a variety of ways.

The reviewers recommended that the following issues be addressed: the need for careful consideration, strategic management, and communication regarding the planned compression of the PharmD program; determining appropriate future directions for the MScPhm program given its consistently low enrolment, including the possibility of closure; deciding when it may be appropriate to sunset the PharmD for Pharmacists program based on student demand and financial sustainability; strengthening processes and supports for doctoral students and reducing the average time to PhD completion; engaging in strategic and comprehensive complement planning in light of recent faculty departures and anticipated retirements, with

attention to the Faculty's research priorities; exploring opportunities to strengthen connections and collaborations across the University's three campuses, including potential distributed models of PharmD delivery; conducting an assessment of current leadership and organizational structures; exploring innovative academic programming in the context of potential future financial challenges; developing and implementing a bold strategic vision to support the Faculty's priorities related to research, complement planning, and academic program development; and strengthening internal and external communications, including clear communication of strategic priorities and any planned program changes.

The Dean's Administrative Response describes the Faculty's and program responses to the reviewers' recommendations, including an implementation plan for any changes necessary as a result.

5 Monitoring and Date of Next Review

The Dean will provide an interim report to the Vice-Provost, Academic Programs on the status of the implementation plans, due midway between the year of the last and next site visits.

The next review will be commissioned for a site visit to take place no later than eight years from March 2025.

6 Distribution

On August 15th, 2026, the Final Assessment Report and Implementation Plan was posted to the Vice-Provost, Academic Programs website and the link provided by email to the Dean of the Leslie Dan Faculty of Pharmacy, the Secretaries of AP&P, Academic Board and Governing Council, and the Ontario Universities Council on Quality Assurance. The Dean provided the link to unit/program leadership.