Foundation for the Future
School of Pharmacy 2018–22 Strategic Plan

Teaching and Learning
Research
Public Engagement
Enabling Success

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The Foundation:
Dean’s Message

Pharmacy practice today has shifted towards patient-centred models with a more active role in practice, healthcare innovation, and outcomes-based research. Our profession continues to grow. We strive to expand upon what we’ve created to achieve excellence in pharmacy education, research, and public engagement. We focus on collaborative patient care and creating efficiencies to the health system, with the ultimate goal of improving the lives of our citizens.

Our strong ties with the pharmacy community and other stakeholders, as well as a dedicated faculty and staff have helped us build our current structure. We acknowledge the past and current contributors to all of our pharmacy programs.

The School of Pharmacy offers high calibre pharmacy education built upon a strong foundation of small class sizes, personalized classroom instruction, and a network of practicing pharmacists who offer invaluable experiential learning opportunities. Our research and education is interwoven with our pharmacy, healthcare, and patient communities.

Our 2014–17 Strategic Plan was designed to advance the School of Pharmacy in the changing landscape of pharmacy education, practice, and research. We are very proud to have accomplished the goals under each of our three strategic directions – teaching and learning, research, and public engagement. This was made possible through the hard work and dedication of our faculty and staff, and the support from our many stakeholders.

To support the changing health system and the expanding role of the pharmacist, the entry-to-practice Doctor of Pharmacy (Pharm.D.) program was approved and the first class admitted. Additionally, in response to the needs of the pharmacy community, the Pharm.D. for Working Professionals program was approved and will commence in 2018.

We have built a robust research program that focuses on improving people’s health and wellbeing. Our research builds on one or more of our three focus areas: drug discovery and delivery, health outcomes, and teaching and learning. We will continue to build upon our expertise and accomplishments and will focus on growing our research and graduate programs.

Our goal to open a Medication Therapy Services (MTS) Clinic was achieved in March of 2016. This unique pharmacist-led clinic provides patient care with a highly collaborative approach, as well as contributes to the teaching and research agendas of the School.

Our accomplishments have laid the foundation for the next five years. Our 2018–22 Strategic Plan—Foundation for the Future—builds upon opportunities to set the direction for our future growth and development.

We look forward to the work of the coming years to accomplish our vision.

Dr. Lisa Bishop
Interim Dean, School of Pharmacy
Memorial University
Our Vision
To be a distinguished leader in pharmacy education, practice, and research to improve people’s health and well-being.

Our Mission
To foster excellence in pharmacy education, practice and research in partnership with the broader community, preparing graduates to be leaders, innovators and inter-professional collaborators.

Our Values

**Excellence:** We encourage and promote excellence through innovation and creativity, critical thinking, and problem solving.

**Integrity:** We are honest and ethical in all our interactions, maintaining the highest ethical/moral standards in teaching and learning, research, and public engagement.

**Collaboration:** We engage in respectful collaborations that promote success in education, research, practice, and public engagement.

**Accountability:** We accept responsibility for achieving common goals and objectives.

**Leadership:** We embrace and foster leadership in education, practice, and research, engaging with others to contribute to knowledge and skills that improve people’s health and well-being.

**Sustainability:** We act in a manner that is environmentally, economically, and socially sustainable in administration, academic, and research programs.
Ensure the human, infrastructure, and financial resources are in place to achieve the School’s continued success and growth.
Foundation for the Future will serve as a living document to monitor and evaluate our goals and objectives over the next five years. Through our planning process, we have determined the four strategic directions we must pursue, which are aligned with Memorial University’s strategic frameworks. Our strategic plan will foster high levels of collaboration across multiple stakeholders to ensure we meet our objectives.

1) Teaching and Learning

Our programs prepare graduates to be leaders, innovators, and collaborators for a variety of careers and practices. We endeavor to offer student-focused programs to attract high calibre students. We provide a supportive learning environment for students to develop their ability to think critically, problem solve, and make appropriate decisions. We foster a culture of evidence-informed program improvement that includes the student experience.

2) Research

We aim to actively support Memorial’s commitment to the health care system through a research focus on the three key areas: health outcomes, drug discovery and delivery, and teaching and learning. Health outcomes research will continue to grow and provide evidence that advances practice and improves patient care. Pursuit of innovative research activities in drug discovery and delivery will benefit society in areas related to medications and health. Teaching and learning research will inform instruction and assessment to enhance student learning.
3) Public Engagement

Our continued engagement with the public, pharmacy community, and other stakeholders is essential for the continued success of our educational programs and research endeavours, with an ultimate goal to positively impact healthcare. We will continue to foster and celebrate these relationships.

4) Enabling Success

Our 2018–22 plan includes a comprehensive strategy to ensure the required human, infrastructure, and financial resources are available to support our continued success and growth.

As we implement our strategic plan we will continue to assess it in the context of the changing education, research, and pharmacy practice environment. We will engage our faculty, staff, students, and other stakeholders to facilitate this. The strategic planning committee will work diligently to monitor and evaluate our progress.
Strategic Directions

1) Teaching and Learning

Goal: Offer distinguished, student-focused pharmacy education that prepares graduates to be leaders and innovators, able to embrace evolving roles in collaborative practice and research.

Objective 1: Continue to provide a supportive learning environment for students to achieve teaching and learning excellence.

Objective 2: Develop and implement the entry-to-practice Doctor of Pharmacy (Pharm.D.) program.

Objective 3: Maintain the quality of the BSc (Pharmacy) program.

Objective 4: Continue to strengthen the graduate academic program.

Objective 5: Develop and implement a Doctor of Pharmacy (Pharm.D.) for working professionals program.
2) Research

**Goal:** Build upon our expertise and accomplishments to further increase the impact of research in teaching and learning, drug discovery and delivery, and health outcomes.

**Objective 1:** Continue to grow and strengthen research.

**Objective 2:** Expand and enhance the graduate research program.

**Objective 3:** Enhance teaching and learning research.

**Objective 4:** Expand health outcomes research.

**Objective 5:** Expand drug discovery and delivery research.

**Objective 6:** Develop and evaluate the MTS Clinic’s contribution to research and innovation.
3) Public Engagement

**Goal:** Enable sustained, responsive, and coordinated public engagement partnerships that result in advancements in pharmacy education, practice, and research.

**Objective 1:**
Involve key stakeholders in the decision-making process related to pharmacy education.

**Objective 2:**
Promote the attributes of student-focused pharmacy programs to recruit a diverse pool of well-qualified applicants.

**Objective 3:**
Promote the School of Pharmacy’s role in education, research, and health care.

**Objective 4:**
Promote the MTS Clinic’s contribution to health care and improved patient outcomes.

**Objective 5:**
Expand utilization of the Drug Information Centre (DIC) by health care professionals.
4) Enabling Success

**Goal:** Ensure the human, infrastructure, and financial resources are in place to achieve the School's continued success and growth.

**Objective 1:** Develop a human resource plan that addresses the School's needs.

**Objective 2:** Ensure the required equipment and technology is available to support the delivery of the graduate and undergraduate programs.

**Objective 3:** Provide physical facilities that will enable an enhanced teaching and learning and research environment.

**Objective 4:** Increase efforts to obtain financial resources to meet the School's needs.

**Objective 5:** Design and implement a development strategy for the School.

**Objective 6:** Establish the MTS Clinic as a Memorial University Centre of Excellence.
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