



School of Pharmacy University College Cork

Vision and Strategic Implementation Plan 2023-2028

Empowering leaders in pharmacy
for **integrity, innovation, inclusivity,**
and **impact** in pharmaceutical care.



Table of Contents

Executive Summary	4
Foreword from the Head of School	5
School of Pharmacy UCC - Empowering leaders in pharmacy for integrity, innovation, inclusivity, and impact in pharmaceutical care	6
Developing leading Academic programmes	6
Achieving impact in Research and innovation	7
Empowering our graduates as leaders in Pharmacy and the pharmaceutical industry	8
The SoP at a Glance in 2023 - 20 years of growth	9
Vision	10
Our Values	10
Mission	10
Our Goals	11
Goal 1 - Research and Innovation	
Goal 1 - Key Initiatives	12
Goal 1 - Key actions	12
Goal 2 - 'Best in class' degree programmes	13
Goal 2 - Key Initiatives	13
Goal 2 - Key actions	13
Goal 3 - Student Experience	14
Goal 3 - Key Initiatives	14
Goal 3 - Key actions	14
Goal 4 - Our Staff, Our Culture	15
Goal 4 - Key Initiatives	15
Goal 4 - Key actions	15
Goal 5 - Leadership with Impact	16
Goal 5 - Key Initiatives	16
Goal 5 - Key actions	16
Summary Strategic Implementation Plan 2023-28	17



Timeline of development of academic programmes in the School of Pharmacy





Executive Summary

Our strategic implementation plan for 2023-2028 builds on the School of Pharmacy's historic strengths, articulates our core values as a School and defines the strategic goals that will help us extend our global reputation as a leading School of Pharmacy for excellence in pharmacy education, impactful pharmaceutical innovation and sustainable pharmaceutical care.

This strategic implementation plan for the School has been heavily guided by the ambition laid out within 'Securing our future': www.ucc.ie/en/president/strategy2028 UCC's strategic plan 2023-2028, developed to position the University optimally in an environment of rapid change and reflects our commitment to a sustainable future for our people, planet and university.

Implementing this plan also leverages off the pioneering leadership of staff within the School over the last 20 years. In addition, the strategic goals and actions for the School for the next five years have been developed through the participation of staff and students of the School.

Grounded in our vision, mission and core values, this document provides strategic direction for our School to empower the next generation of leaders in pharmacy for integrity, innovation, inclusivity, and impact in pharmaceutical care.

Our collective shared vision will be achieved by fostering a culture of inclusivity and integrity, advancing an innovative research and learning environment, and positively impacting the quality of pharmaceutical care for patients into the future.



Foreword from the Head of School

I am honoured to introduce the UCC School of Pharmacy implementation plan 2023-2028. I am particularly pleased that the development of our vision, mission and values have been collectively developed through a collaborative school wide consultation process.

Since its establishment 20 years ago, the School has grown from strength to strength. Through the academic excellence of our degree programmes and pioneering research of our staff, we work collaboratively with our healthcare partners in community pharmacy, hospitals and the pharmaceutical industry, to prepare graduates who provide skilled, compassionate and evidence-based pharmaceutical care.

UCC recently moved into the 'Top 100' of QS World University Subject Rankings in 'Pharmacy and Pharmacology', demonstrating the excellence of our research and education in pharmacy related disciplines, which is critical to addressing future healthcare needs of our society.

This latest implementation plan will be important for sustaining our trajectory of providing 'best-in-class' academic programmes and pioneering research within a dynamic global university. The plan sets our collective priorities, and will guide decisions on future resourcing. I believe this will strengthen our capacity to address the emerging needs in pharmacy-led patient care but also advance pharmacy-led innovation in education, research and policy. Finally, the focus on shaping our vision around our core values of integrity, innovation, inclusivity, and impact, will undoubtedly serve as a platform for continued success into the future.

Prof Brendan Griffin
Head of School of Pharmacy

School of Pharmacy UCC – Empowering leaders in pharmacy for integrity, innovation, inclusivity, and impact in pharmaceutical care

The School of Pharmacy UCC is the newest purpose-built Pharmacy School in Ireland. Since its establishment in 2003, the School has developed a reputation as a national leader in advancing the entire spectrum of pharmacy education, research and practice. Located on UCC's main campus, the School of Pharmacy is equipped with state-of-the-art research and teaching facilities that support ambitious research and help to deliver a best-in-class learning experience for our students.

In 2022/23 UCC moved up the QS World University subject rankings into the 'Top 100' in the world in 'Pharmacy and Pharmacology'. These international rankings reflect the quality of our degrees, the excellence of our students' experience and most importantly the quality of the research impact within the School. Staff in the School are among the leading researchers globally in Pharmacy related research.

Developing leading Academic programmes

The School currently contributes to a range of pre-eminent degree programmes:

MASTERS OF PHARMACY

This fully integrated and accredited five year Masters of Pharmacy programme combines the BPharm and MPharm, with a strong emphasis on experiential learning and patient-facing training, and includes placements in community, hospital, industry, regulatory and academic settings.

MASTERS IN CLINICAL PHARMACY

A two-year part-time distance learning postgraduate degree (MSc) designed for pharmacists employed in healthcare settings. Much of the learning is case-based, so that scientific and professional elements are integrated. This programme enables students to enhance their clinical knowledge and skills to make evidence-based recommendations to optimise patient care.

MASTERS IN PHARMACEUTICAL TECHNOLOGY & QUALITY SYSTEMS

A two-year, part-time, blended postgraduate degree, aimed at graduates who currently work within the pharmaceutical industry. This programme is designed in partnership with industry and regulatory experts, providing up-to-date assessments of the latest trends in the areas of pharmaceutical development, manufacturing and quality. The course is accredited in Ireland to enable graduates fulfil the EU educational requirements for Qualified Person (QP) status.

MASTERS/PG. DIP IN PHARMACEUTICAL REGULATORY SCIENCE

Leveraging the School of Pharmacy's strong international reputation as a centre of regulatory science research, this one year programme, the first of its kind in Ireland, is aimed at those wishing to pursue a career in a regulatory and/or quality assurance role in the pharmaceutical industries. This programme applies a science-driven approach to drug product development and regulation, with content meeting the existing needs and emerging trends of the pharmaceutical industry.

MASTERS IN INDUSTRIAL PHARMACEUTICAL SCIENCES, OPERATIONS & MANAGEMENT

This one-year full time multi-disciplinary programme covers the technical, quality, regulatory skills required to work in the (bio)pharma industry as well as the management, leadership and transversal skills required in the workplace. The programme was developed in partnership with the iEd Hub, Cork University Business School and with the pharmaceutical industry, ensuring employability is at the core of the curriculum.

Inter-disciplinary programmes and Continued Professional Development

Staff in the School also contribute significantly to a number of inter-disciplinary degree programmes at UCC, most notably the HDip in Design and Manufacture of BioPharmaceuticals, MSc in Biotechnology, MSc (Advanced Practice) & Cert in Nur. Prescribing (Nursing/Midwifery), MSc/PGDip Pharmaceutical and Biopharmaceutical Engineering and a number of Springboard programmes.

Internationalisation

Our international students are integral to our Pharmacy student experience and the numbers of international students on our taught degree programmes continue to grow year on year. The School of Pharmacy also has a transnational education Cooperation Agreement with Future University in Egypt (FUE), to support the FUE Faculty of Pharmacy in the delivery of an enhanced Pharmacy degree at FUE in Cairo. As part of this agreement, UCC School of Pharmacy staff teach on courses in pharmacy at FUE, and travel to FUE in Cairo for teaching visits.

Achieving impact in research and innovation

Over the last two decades, the School of Pharmacy has established a reputation for world-class impactful research and staff in the School have been highly successfully in securing over €20M in research income since 2005. The increased growth of the research programmes within the School is reflected in the continued improved trajectory in QS University rankings.

In addition, the School is an established partner in a number of strategic national and international research initiatives including SFI funded Strategic Research Clusters. Our staff are leading researchers in a range of Horizon Europe research consortia including Marie Skłodowska-Curie Actions (MSCA) Innovative Training Networks (ITNs) and European Research Council (ERC) grants.

There are approximately 50 PhD researchers currently enrolled PhD research programmes in the School and the availability of highly talented research active staff, with a broad range of research experience, together with state-of-the-art research facilities provide for an excellent research and training environment for early career researchers.

The high level of research excellence is achieved in part via the extensive degree of collaboration, both intra- and inter-institutional, and also with clinicians in the local teaching hospitals. Cork and the surrounding region has become an important European hub for (bio)pharmaceutical industry and most of the world's top pharmaceutical companies are located in the region including Janssen, AbbVie, Eli Lilly, Pfizer, Merck/MSD, Gilead, Biomerin, Sanofi, GSK, and Thermo Fisher Scientific. The School has a strong tradition of research collaboration with the pharmaceutical industry and research projects are frequently funded via these academic-industry collaborations.

Recently UCC launched an ambitious UCC Futures' programme, to support the development of research clusters focused on addressing key emerging societal challenges (www.ucc.ie/en/futures). The emphasis of this UCC Futures initiative will be on support for multi-disciplinary clusters across the university, and elevate UCC's competitiveness in attracting leading scholars and students globally.

Given the inherently translational nature of research in Pharmacy, the School is ideally suited to advance a creative, interdisciplinary and high impact research in a number of these institutional level research clusters, most notably Future Medicines, Future Pharmaceuticals and Aging & Brain Science.

At a School level, the research vision is broadly focused on Pharmacotherapy optimisation - from designing next generation therapies, improving drug delivery to optimising medicines usage in clinical practice.

Our research is clustered broadly within three overarching themes:

- Discovery of new drugs and advanced pharmaceutical therapies
- Drug delivery, development and manufacture of new medicines
- Optimisation of medicines and pharmaceutical patient care

The School fully subscribes to the United Nations Sustainable Development Goals (SDGs). Our curricula links to principles of social equity, sustainable development of pharmaceutical care and engenders a sense of responsibility among our graduates for their role in patient care and achieving public health goals.

Research in the School aligns strongly with SDG Goal 3 Good Health and well-being, with our focus on sustainably delivering and translating next generation therapeutics for diseases with high unmet clinical needs, including sustainable pharmaceutical care economic models.

Empowering our graduates as leaders in Pharmacy and the pharmaceutical industry

The School of Pharmacy UCC consistently has the highest entry points to study Pharmacy in Ireland and we are very fortunate to have high achieving and motivated students. Our graduates are highly employable with 100 percent securing employment, across a range of pharmacy career pathways including frontline community practice, hospital pharmacy and within the pharmaceutical industry.

Many of our alumni have gone on to highly successful careers internationally and are creating real impact in pharmaceutical care as senior managers, directors and global opinion leaders. With highly ambitious staff and students, the School of Pharmacy seeks to take its place among the leading Schools of Pharmacy in the world. In summary, we seek to attract, develop and retain talented staff and students, to cultivate an inclusive university experience that enables all to achieve their career aspirations, and to make a positive difference for patients, enterprise and society.

We are proud to have many of our alumni as Teacher Practitioners who have readily engaged with the school. They inform and guide our teaching and learning by bringing evidence-based, and practice-relevant, content. Our commitment to having practitioners from hospital and community pharmacy enhances the authenticity of our curriculum and ensures that our degree course is future-ready for the evolving role of the pharmacist.

Securing our Future - UCC's strategic plan 2023-2028

The Schools Vision, Mission, Values and Goals are guided by the ambition laid out in 'Securing our future': UCC's strategic plan 2023-2028.

Figure 1 Securing our future - UCC's Vision, mission, values and strategic goals

Our Vision

UCC connects and empowers people to create knowledge that shapes a sustainable and inclusive world.

Our Mission

UCC's mission is to create and sustain an inclusive environment and culture to enable transformative research and learning for the enrichment of society and stewardship of our planet.

Our Values

It is important to have distinct values for our organisation, so that they can guide everyday behaviours and decision-making. The core UCC values are:

- C**ompassion
- A**gility
- I**ntegrity
- R**espect
- D**iscovery
- E**quity
- A**ccountability
- S**ustainability

Our values are represented in the mnemonic *CAI/REAS*, the Irish for 'friendship', as they underpin our relationships and engagement with the local and global UCC community and all our partners.



Goals

Goal One: Research and Innovation

Deliver impactful research and innovation that addresses global grand challenges in signature areas of excellence through the *UCC Futures* framework, resulting in a distinctive research reputation.

Goal Two: Student Success

Provide a student-centred, inclusive and digitally enhanced learning environment, a *Connected Curriculum* and an outstanding student experience, to prepare UCC graduates to make a positive impact.

Goal Three: Global Engagement

Grow UCC's international reach to amplify our global impact.

Goal Four: Our Staff, Our Culture

Implement a progressive and inclusive People and Culture Plan to attract, develop and retain our talent.

Goal Five: Our Place, Our Footprint

Radically reform our practices and use of space and technology to meet our ambitious sustainability and climate action goals.

20 years of growth

The School of Pharmacy at a glance in 2022/23

The School of Pharmacy opened in 2003/04 with ~50 undergraduate students enrolled on a B.Pharm degree with ~5 new staff recruited. The growth over the past 20 years is depicted by reflecting on the key highlights of 2022/23.



Students: 277 UG
and **167 PG** students
across **four taught**
degree programmes



Staff:
21 Academic
4 Technical and
6 Administrative



PhD Researchers:
Over 50 PhD
researchers
enrolled



30 international
students enrolled



> 80 PEER
reviewed papers
published in 2022
(Scopus)



Athena Swan 2022
Bronze Award (renewal
of 2018 award)



36 active grants
totalling ~€8M
current research
funding



120 placements
organised for students
in industry, hospital and
community pharmacy
settings



Staff awarded
prestigious research
grants including EU
Horizon ERC, MSCA
ITN, SFI, IRC & HRB

Vision

To be a leading School of Pharmacy for excellence in pharmacy education, impactful pharmaceutical innovation and sustainable pharmaceutical care.

Our Values

We will achieve this vision by shaping the next generation of leaders in pharmacy around our core values of integrity, innovation, inclusivity, and impact.



The following overarching values are integral to our organisational culture and will underpin and guide the implementation of the School's Strategic Vision.

Impact “Through our research, industry collaboration and partnerships the School will continue to make a significant and sustainable impact for patient-centred pharmaceutical care.”

– PROF CAITRIONA O'DRISCOLL, HEAD OF SCHOOL 2003-2009 & 2010-2013



Innovation “Fostering innovation and evidence based practice by advancing the School as a hub of knowledge that supports creative learning for all our staff and students, where no one gets left behind.”

– PROF ANITA MAGUIRE, HEAD OF SCHOOL 2009-2010



Integrity “The School is committed to uphold the reputation of the pharmacy profession and principles of the PSI Code of Conduct by acting with honesty, respect, decency and integrity, as patients expect to be able to trust our graduates to act professionally at all times.”

– PROF STEPHEN BYRNE, HEAD OF SCHOOL 2013-2020



Inclusivity “We consider diversity is a key driver of excellence, that truly creative solutions can only be achieved when our staff and students are provided with the opportunity to innovate and barriers to knowledge-access are removed. ”

– PROF ABINA CREAN, CHAIR SCHOOL EDI COMMITTEE 2015-2023



Mission

To grow and empower the next generation of leaders in pharmacy for integrity, innovation, inclusivity, and impact in pharmaceutical care.

To achieve this mission we will:

- Educate and train our students to the highest professional and ethical standards, preparing them for critical patient-focused roles in healthcare provision and the pharmaceutical industry, and encouraging life-long learning
- Develop excellent, high impact research programmes across the breadth of the discipline of pharmacy, generating new knowledge and highly skilled researchers to fuel the development of impactful medicines and procedures.

Our Goals

Building on the achievements of the past two decades, our School is strategically positioned for continued growth and success as articulated in the School's Implementation Plan 2023-2028, which identifies five key strategic goals:

Goal 1 Research and Innovation

Consolidate the School's reputation as a world-class centre of impactful research

To further grow our international reputation as a centre of research excellence for pharmaceutical innovation and sustainable patient-centred pharmaceutical care.

Goal 2 'Best in Class' Degree programmes

Strengthen our 'Best in class' degree programmes

To strengthen our innovative 'best in class' degree programmes, which collectively reinforce the reputation of our graduates as future leaders in Pharmacy and the pharmaceutical sciences

Goal 3 Student Experience

Provide a student-centred learning experience that empowers all students to reach their potential.

To provide the highest quality student-centred education and training experience, supporting flexible learning and skills development, and facilitating the growth of core values and graduate attributes.

Goal 4 Our Staff, Our Culture

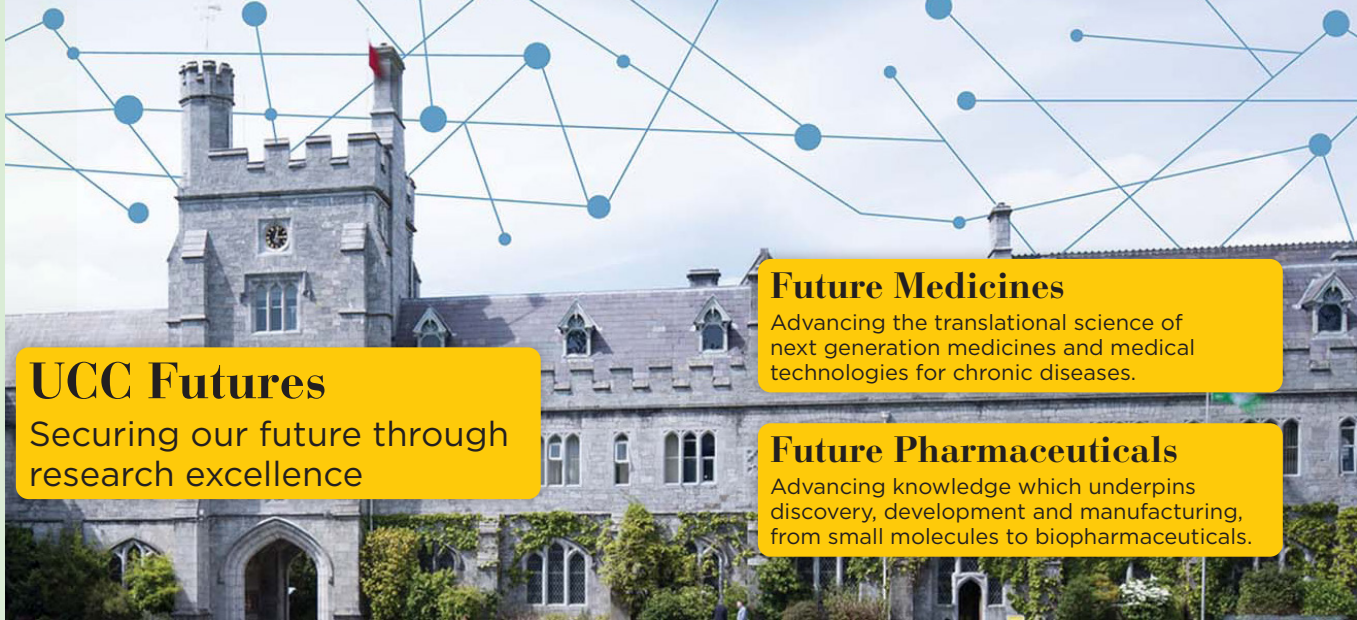
Cultivate inclusivity and innovation in our Pharmacy team, that enables all staff to achieve their professional aspirations.

To attract, develop and retain our talented staff and to cultivate an inclusive working environment that enables all staff to achieve their professional aspirations.

Goal 5 Leadership with Impact

Advance leadership with impact in Pharmacy, pharmaceutical industry and pharmaceutical healthcare sector.

To shape leaders to be dynamic and impactful through increased pharmacy led external engagement with community, clinical and healthcare stakeholders.



UCC Futures

Securing our future through research excellence

Future Medicines

Advancing the translational science of next generation medicines and medical technologies for chronic diseases.

Future Pharmaceuticals

Advancing knowledge which underpins discovery, development and manufacturing, from small molecules to biopharmaceuticals.

Goal 1 Research and Innovation

Consolidate the School's reputation as a world-class centre of impactful research

To be recognised internationally as a centre of research excellence and build an inter-disciplinary research ecosystem that can have maximal health, societal and economic impact.

Goal 1 – Key Initiatives

Prioritise inter-disciplinary and translational research that aligns to the UCC Futures framework and supports collaboration with our clinical/healthcare/ pharma industry partners.

Incentivise emergent research opportunities that will support researchers to compete successfully for funding and drive innovative, solution-focused research.

Target high calibre graduate student recruitment to ensure a continual and sustainable research pipeline of PhD researchers.

Goal 1 – Key actions

Develop focused workshops to support strategies for increasing research impact, inter-disciplinary collaboration and grant income (e.g. Horizon Europe).

Pursue new strategic collaborations with research institutes, industry, clinical and international collaborators.

Incentivise emergent research opportunities for staff e.g. PhD studentships, new equipment, focused staff sabbaticals that establish niche area of research excellence, supports for joint research collaborations/publications.



Goal 2 'Best in Class' Degree Programmes

Strengthen our 'Best in class' degree programmes

To strengthen our pre-eminent degree programmes and excellence of our student learning experience, which collectively reinforce the reputation of our graduates as future leaders in pharmacy and pharmaceutical healthcare industries.

Goal 2 – Key Initiatives

Enhance the quality of our programmes by consolidating existing strengths, targeting curriculum improvements informed by international best practice, and nurturing the emerging skills of the next generation of leaders and innovators in Pharmacy.

Provide more flexible and bespoke learning experiences by increasing digital and multimedia learning options.

Emphasise the holistic development of students, from a variety of pathways and access points, through research-based, collaborative enquiry, with a commitment to excellence and disciplinary integrity.

Goal 2 – Key actions

Target 'best practice' curriculum improvements; introduce innovative assessment modalities, and improve efficiencies in running of current modules.

Expand 'Digital learning' and online content to allow for more flexible learning across all years and programmes.

Engage with students and other stakeholders to target further improvements, learning experiences, gathering opinions through surveys of students, alumni, employers, and stakeholders. Invite representatives from stakeholder groups to teach on programmes.



Goal 3 Student Experience

Provide a student-centred learning experience that empowers all students to reach their potential.

To provide the highest quality student-centred experience, that supports flexible learning and skills development, facilitates development of core values and graduate attributes, and enables all students to reach their full potential.

Goal 3 – Key Initiatives

Attract, develop and retain an outstanding, academically talented and diverse student body including increased numbers of international students and higher levels of international student exchange.

Foster a culture of academic and career mentorship that inspires students and supports their success.

Create an environment of active communication between staff and students that promotes student-led participation, leading to student self-discovery, fulfilment, and independence, supporting their journey towards becoming future leaders in pharmacy and healthcare.

Goal 3 – Key actions

Track and measure success in CAO entry and student recruitment from variety of pathways and access points.

Promote student experience initiatives and encourage staff participation in student-led initiatives.

Publicise ‘best-in-class’ aspects of #Pharmacystudentexperience @UCC on website and social media.



Goal 4 Our Staff, Our Culture

Cultivate inclusivity and innovation in our Pharmacy team, that enables all staff to achieve their professional aspirations

To attract, develop and retain our talented staff and to cultivate an inclusive working environment that enables all staff to achieve their professional aspirations.

Goal 4 - Key Initiatives

Recruit, develop and retain an outstanding and a diverse staff cohort.

Advance organizational processes to facilitate School-led decision making and financial planning, thus improving the School's strategic agility for further income opportunities and pedagogical innovations.

Continue to inspire the culture of belonging and cohesiveness across the School through our core values and ensuring individual voices are heard. Enhance two-way communication through 1:1 with mentors and line managers. Ensure all staff are listened to and briefed on School, College, and University-wide developments. Further embed equality, diversity and inclusion with staff, students, and other stakeholders through the School's EDI initiatives.

Goal 4 - Key actions

Develop a fair, equitable and transparent academic workload model that is reviewed annually and targets sustainable staff: student ratios. Develop a financial plan for the School that (a) ensures resource allocation is aligned to the School's current strategic goals including discontinuing redundant resource activities and (b) strategic planning for income generation to allow for future investment in people, infrastructure and resources.

Target strategic improvements to university retention and promotion processes that recognise the need to attract and retain talented staff: to include regularisation of staff on temporary contracts, and regularisation and streamlining of opportunities for progression (e.g., across the merit bar) and promotion.

Maintain and advance Athena Swan awards, and address imbalances and barriers to knowledge creation. Provide equitable career advancement opportunities.



Goal 5 Leadership with Impact

Advance leadership with impact in Pharmacy, pharmaceutical industry and pharmaceutical healthcare sector.

To shape leaders to be dynamic and impactful through increased pharmacy led external engagement with community, clinical and healthcare stakeholders.

Goal 5 – Key Initiatives

Build further on co-operation and trust and create conditions for active leadership and creativity as the SOP strives to be the “best in class” in all aspects of its work.

Resource and support staff to be leaders in research and scholarly activity, to optimally position themselves as leaders nationally in pharmacy, pharmaceutical sciences and pharmaceutical healthcare initiatives thus creating greater societal impact and delivering cutting edge research.

Demonstrate leadership agility and innovation when building and consolidating new and existing collaborations through expansion of the School’s national and international profile.

Goal 5 – Key actions

Provide opportunities for leadership training and professional/personal development through formal learning/mentoring/coaching. Identify at least three areas of expertise for each staff member where they are expert sources, e.g., national expert on research with societal impact, speaker at conferences with international engagement.

Actively seek out strategic partnerships with the pharmaceutical industry/healthcare groups (e.g. SSWHG) and/or international collaborations.

Advance academic health systems within the CoMH by leading the establishment of new strategic partnerships/alliances e.g., SSWHG/regional/international School of Pharmacy research alliances.

Summary

Strategic Implementation Plan 2023-28



Vision • Mission • Values

Vision	To be a leading School of Pharmacy for excellence in pharmacy education, impactful pharmaceutical innovation and sustainable pharmaceutical care.
Mission	To grow and empower the next generation of leaders in pharmacy for integrity, innovation, inclusivity, and impact in pharmaceutical care.
Our Values	We value Integrity, innovation, inclusivity, and impact.

Goals

Goal 1	Research and Innovation
Goal 2	'Best in class' degree programmes
Goal 3	Student Experience
Goal 4	Our Staff, Our Culture
Goal 5	Leadership with Impact



School of Pharmacy University College Cork

School of Pharmacy

Cavanagh Pharmacy Building
Room UG06
University College Cork

e: pharmacy@ucc.ie

t: +353 (0)21 4901662

LinkedIn: [schoolofpharmacyucc](https://www.linkedin.com/company/schoolofpharmacyucc)

Twitter: [@Pharmacy_UCC](https://twitter.com/Pharmacy_UCC)

www.ucc.ie/en/pharmacy