

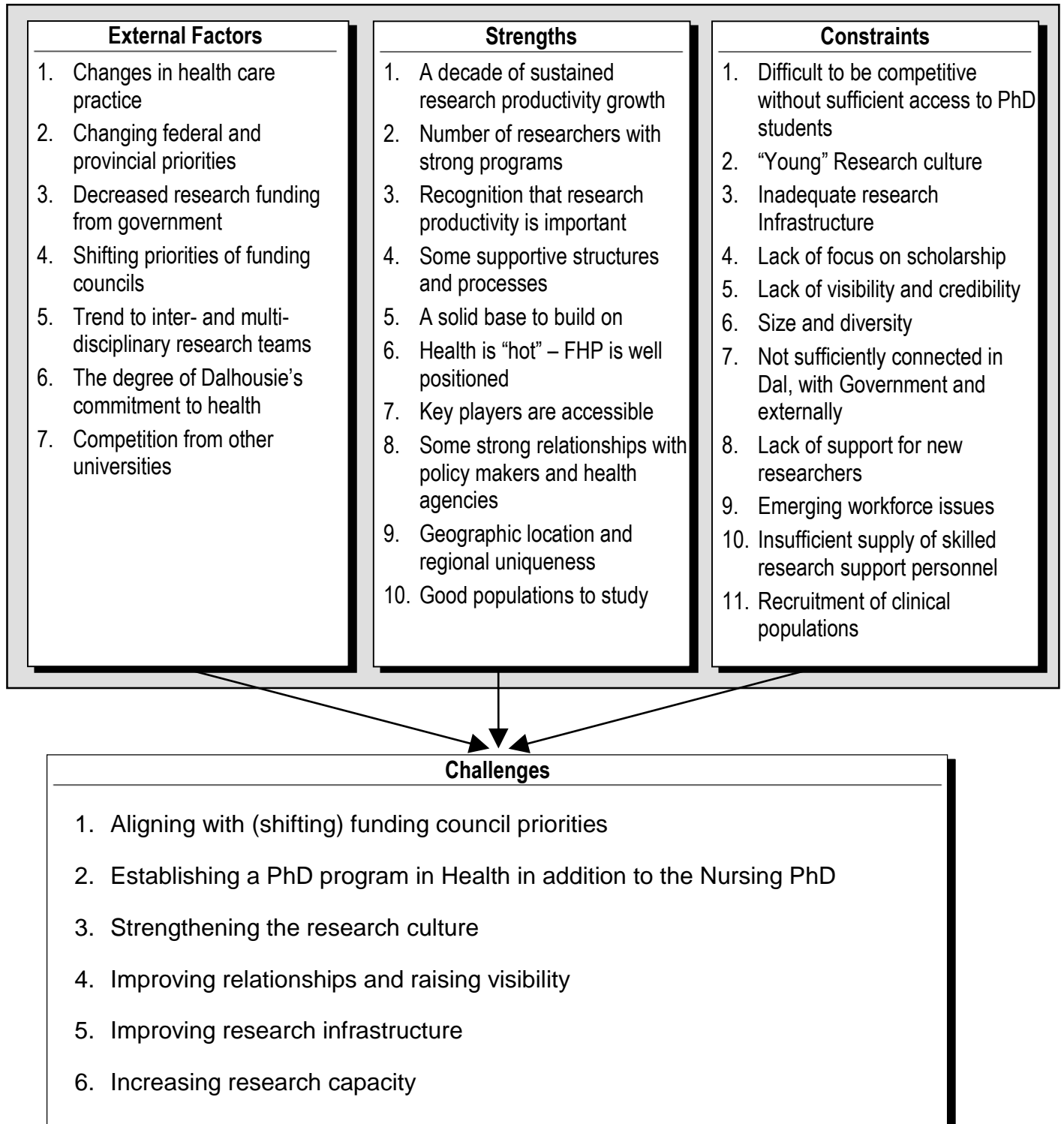
DALHOUSIE UNIVERSITY
FACULTY OF HEALTH PROFESSIONS
STRATEGIC PLAN FOR RESEARCH
2013 – 2017

MAY 21, 2013

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Situation Analysis



Mission, Vision and Strategic Directions

FHP Mission
Inspiring learning, research, scholarship, teaching and professional activities that contribute to knowledge and to the preparation of skilled and caring professionals and leaders of tomorrow.



Consistent with the overall FHP Vision of balance of teaching, research and scholarship, the FHP Vision for Research is ...

FHP Research Vision to 2017 "Strengthening our Research Culture"

Increasing research outcomes that are relevant and have demonstrable potential to affect health and well-being.

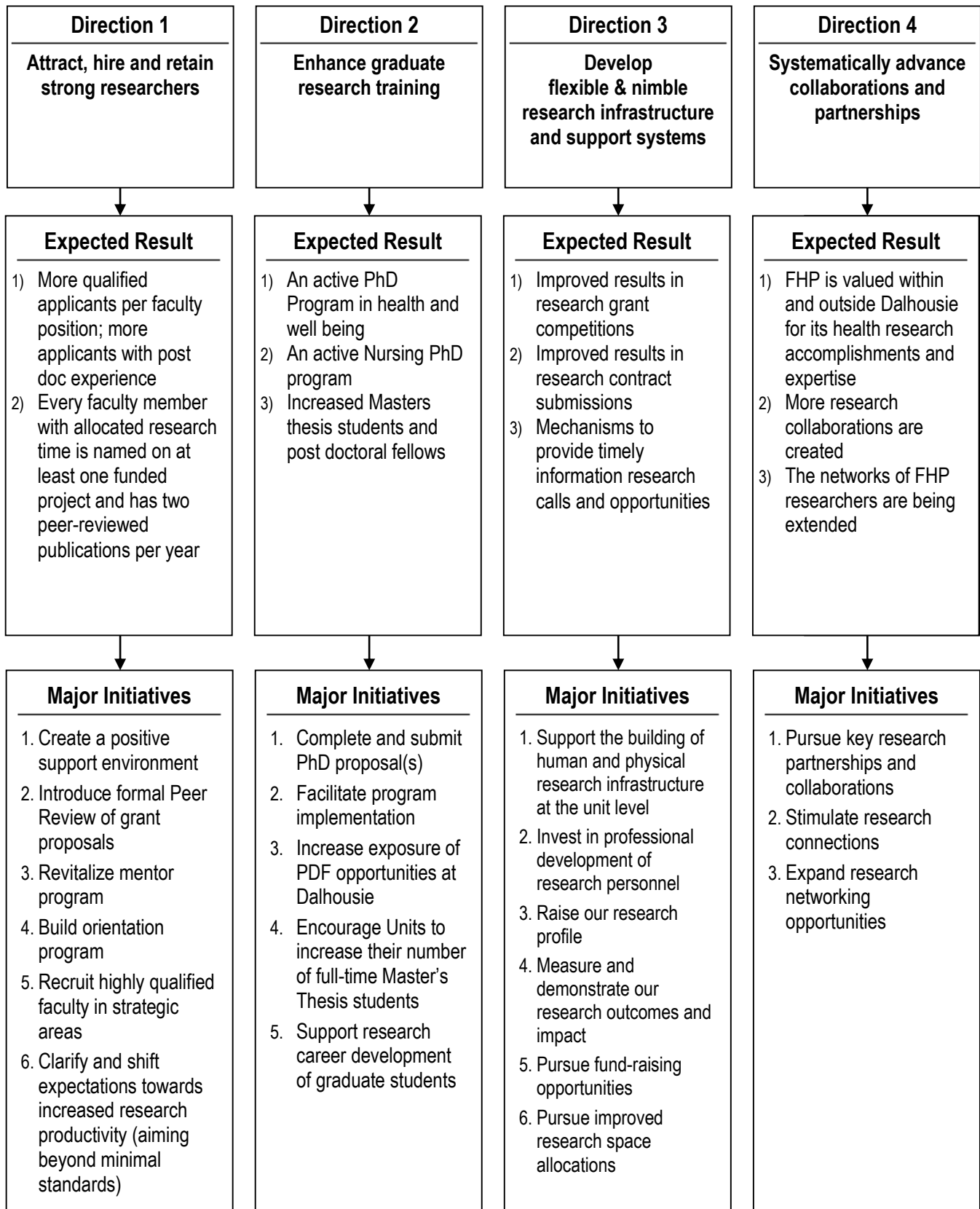
This vision involves:
<ul style="list-style-type: none">• attracting, hiring, developing and retaining strong researchers• greatly improved physical, human and financial research infrastructure• vibrant and growing PhD programs• continually creating collaborations and partnerships within and beyond FHP• being nimble and innovative in responding to research opportunities• employing metrics relevant to all types of research outcomes to determine our research productivity*



Strategic Directions
<ol style="list-style-type: none">1. Attract, hire and retain strong researchers2. Enhance graduate research training3. Develop flexible and nimble research infrastructure and support systems4. Systematically advance collaborations and partnerships

.....
* FHP research productivity indicators (e.g. peer reviewed publications, books, invited presentations, national awards, grad student awards and research recognition as well as research funding) increase year by year.

Strategic Research Action Plan



Faculty of Health Professions: Strategic Research Action Plan

Strategic Direction 1:		Attract, hire and retain strong researchers
Expected Results:		<ol style="list-style-type: none"> 1) More qualified applicants per faculty position; more applicants with post doc experience 2) Every faculty member with allocated research time is named on at least one funded project and has two peer-reviewed publications per year
No.	Initiative	Key Results
1	Create a positive support environment	<ul style="list-style-type: none"> • Effective advocacy for research productivity and its implications for faculty workloads, development and support • Success is celebrated • Internal and external research awards are promoted • FHP researchers report feeling valued and supported on confidential surveys (conducted every two years) • Profile of Research raised within the Faculty
2	Introduce formal Peer Review of grant proposals	<ul style="list-style-type: none"> • Grant proposals are peer reviewed before submission to external funding agencies • Increased success rates (equal to or greater than national averages) • Increased number of funded grants
3	Revitalize mentor program	<ul style="list-style-type: none"> • A formalized mentor program • All probationary tenure track and limited term faculty with an identified research workload will have a mentor
4	Build orientation program (research)	<ul style="list-style-type: none"> • A formalized orientation program (coordinated with Units) • All new faculty introduced to IHRTP
5	Recruit highly qualified faculty in strategic areas	<ul style="list-style-type: none"> • FHP research pillars established and aligned with University Strategic Research Plan • More and larger funding awards in the new CIHR Research “programs” competition • Recruitment and selection processes reflect anticipation of research productivity (i.e. hiring strong researchers at the outset) • Increased number of CRCs, named new investigatorships and other chairs
6	Clarify and shift expectations toward increased research productivity (aiming beyond minimal standards)	<ul style="list-style-type: none"> • Clear expectations for faculty members at all levels regarding expected research productivity. • Recruitment and selection processes reflect anticipation of research productivity (i.e. hiring strong researchers at the outset) • Increased promotion success to Associate and Professor levels • Decreased number of tenure deferrals • A plan for retaining innovative researchers transitioning to retirement

Faculty of Health Professions: Strategic Research Action Plan

Strategic Direction 2:	Enhance graduate research training	
Expected Results:	<ol style="list-style-type: none"> 1) An active PhD Program in health and well-being 2) An active Nursing PhD program 3) Increased Masters thesis students and post doctoral fellows 	
No.	Initiative	Key Results
1	Complete and submit PhD proposal(s)	<ul style="list-style-type: none"> • Approved proposal(s) • Financial, academic and administration commitments are covered • The Faculty is "ready" to proceed with implementation
2	Facilitate Program Implementation	<ul style="list-style-type: none"> • First students are admitted • Support to units on needed curriculum and program changes • Core graduate research courses developed • Increased number of faculty supervising PhD students • Increased international student enrolment with appropriate support
3	Increase exposure of PDF Opportunities at Dalhousie	<ul style="list-style-type: none"> • Doubled number of PDFs
4	Encourage Units to increase their full-time Master's Thesis student enrollments	<ul style="list-style-type: none"> • Greater enrolment in these programs • Increased faculty and student research outcomes
5	Support research career development of graduate students	<ul style="list-style-type: none"> • Increased number and quality of student presentations at graduate student research days • Increased number of student presentations at conferences

Faculty of Health Professions: Strategic Research Action Plan

Strategic Direction 3:		Develop flexible and nimble research infrastructure and support systems
Expected Results:		<ol style="list-style-type: none"> 1) Improved results in research grant competitions 2) Improved results in research contract submissions 3) Mechanisms to provide timely information research calls and opportunities
No.	Initiative	Key Results
1	Support the building of human and physical research infrastructure at the unit level	<ul style="list-style-type: none"> • Mechanism for pilot grants and bridge financing • More and better multidisciplinary research teams • A formalized identification and response mechanism • HR support for preparation of grant applications • Support Unit research planning
2	Invest in professional development of research personnel	<ul style="list-style-type: none"> • Enhanced HQP research capability • A mechanism for maximizing opportunities for our research management and support staff (RAs, project coordinators, etc.)
3	Raise our research Profile	<ul style="list-style-type: none"> • The websites for research are enhanced • Results and impacts are widely disseminated within the Faculty, University and externally (i.e. KT) • A media and social media strategy for sharing research is developed with key stakeholders (governments, NGOs, professional associations, health charities, philanthropists, etc) • Success is acknowledged and celebrated with stakeholders (Government, NGOs, professional associations, health charities, philanthropists, etc.)
4	Measure and demonstrate our research outcomes and impact	<ul style="list-style-type: none"> • A full suite of Research Productivity Indicators (e.g. peer reviewed publications, books, invited presentations, colleague mentoring, research team development, national awards, grad student awards and research recognition along with research funding) • Research program evaluations demonstrate impact on health and well-being of individuals and society • Evidence of research uptake and impact reported annually
5	Pursue fund-raising opportunities	<ul style="list-style-type: none"> • More funding available for health research • More visibility of FHP research productivity
6	Pursue improved research space allocations	<ul style="list-style-type: none"> • Improved space allocations • A Faculty-wide position on space needs • Continual advocacy for these needs

Faculty of Health Professions: Strategic Research Action Plan

Strategic Direction 4:		Systematically advance collaborations and partnerships
Expected Results:		<ol style="list-style-type: none"> 1) FHP is valued within and outside Dalhousie for its health research accomplishments and expertise 2) More research collaborations are created 3) The networks of FHP researchers are being extended
No.	Initiative	Key Results
1	Pursue key research partnerships and collaborations	<ul style="list-style-type: none"> • Active partnering and formalized collaboration with Dalhousie Faculties, CDHA, IWK and other organizations throughout the Maritime Provinces • Participation/contributions and partnerships for research activities and seminars with other Faculties, NGOs, government departments and community agencies • Key stakeholders “know” the FHP’s key research strengths • Relationships developed with counterpart Faculties at other Canadian universities and leading international research centres
2	Stimulate research connections	<ul style="list-style-type: none"> • FHP faculty are increasingly assuming leadership roles in major grant initiatives • FHP faculty are actively teaming up with researchers in other Faculties, in health centres and in other universities • Increased number of faculty members on external grant funding peer review committees • Stronger links across FHP Units • Stronger links with potential industry partners
3	Expand research networking opportunities	<ul style="list-style-type: none"> • More FHP faculty sit on University-level committees • More FHP faculty sit on high profile provincial, national and international governance and advisory committees and boards of research funding agencies • Visibility of FHP research is increased by representation and participation at public, local, national and international health-related events • Opportunities to improve links across FHP Units