

FACULTY OF HEALTH

STRATEGIC PLAN 2017-2022

WHY WE EXIST

To lead integrated health research and education through collaborative partnerships in our local, national and global communities

WHAT WE ARE STRIVING FOR

Improved well-being:
Transformational health starts here

HOW WE WORK

- We embrace innovation and change
- We champion scholarship and critical inquiry
- We respect all voices
- We commit to integrity, equity, inclusion and well-being
- We strive for meaningful collaborations
- We value broad perspectives of health

OUR STRATEGIC DIRECTIONS

INITIATIVES

1. Broaden and deepen our interprofessional health education program
2. Cultivate a sense of belonging and inclusion
3. Strengthen the learners' experience
4. Prepare leaders who contribute to health system transformation

INITIATIVES

1. Harmonize organizational, structural & administrative processes to support our strategic directions
2. Optimize human resources to support excellence in research, teaching, and service
3. Centralize and brand physical infrastructure
4. Diversify and expand revenue streams

ENGAGE IN TRANSFORMATIONAL TEACHING AND LEARNING

GROW THE RESEARCH ENTERPRISE

MOBILIZE SUPPORTS FOR INNOVATION

FOSTER CITIZENSHIP

CULTIVATE PARTNERSHIPS

INITIATIVES

1. Pursue strategic recruitment, mentoring, support and retention of highly qualified research academics
2. Develop a collaborative, supportive and efficient research infrastructure
3. Significantly expand our student research opportunities

INITIATIVES

1. Develop a thriving culture of citizenship
2. Build communities of practice characterized by mutual respect
3. Maximize opportunities for all faculty, staff and students to engage with and contribute to our diverse communities

INITIATIVES

1. Position the Faculty as transformational leaders in changing the health landscape
2. Foster and support key internal and external partnerships and relationships
3. Strengthen recognition of our excellence in health

ENGAGE IN TRANSFORMATIONAL TEACHING AND LEARNING

Our graduates are prepared to advance the health of our communities

1 Broaden and deepen our interprofessional health education program

- Faculty of Health is recognized as a leader in IPHE education and collaborative learning
- Collaborative leadership skills are explicit in program learning outcomes
- Interprofessional educational delivery methods are used to achieve shared learning priorities/objectives across the Faculty and the broader University community

2 Cultivate a sense of belonging and inclusion

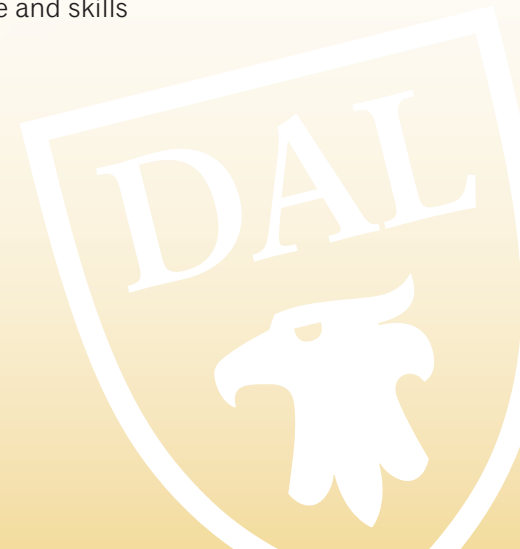
- The Faculty has responded to the Truth and Reconciliation Commission Calls to Action by indigenizing curriculum and teaching foundational/historical indigenous content to all students
- Pedagogy, curricula and teaching strategies foster equity and inclusion
- Members of under-represented (and equity-seeking) groups are attracted to, and successful in, the Faculty's programs

3 Strengthen the learners' experience

- Practice-based learning has been diversified through novel simulation, fieldwork opportunities, and collaborative clinics
- Teaching enhances student engagement and promotes the development of intellectual flexibility, knowledge and skills
- Faculty contribute to a culture of pedagogical research and scholarly practice
- Faculty support the continued development of practitioners in the field

4 Prepare leaders who contribute to health system transformation

- Graduates understand the principles of organizational and system change
- Graduates are able to lead from wherever they are in an organization
- Graduates apply evidence and human factors to contribute to change processes



GROW THE RESEARCH ENTERPRISE

Our collaborative research leadership impacts health transformation

1 Pursue strategic recruitment, mentoring, support and retention of highly qualified research academics

- A critical mass of strong faculty in our focused areas of research exists
- The professoriate reflects our communities
- Strategic faculty succession planning is the norm
- A proactive, strategic faculty recruitment and retention program exists

2 Develop a collaborative, supportive and efficient research infrastructure

- Research administration and technical support are efficient and effective
- Quality infrastructure and human resources support collaborative research productivity and impact
- Systems and culture catalyze and support excellence and capacity in collaborative research across the Faculty, the University, and broader external communities

3 Significantly expand our student research opportunities

- 100 PhD students enrolled or completed and productive
- The number of research Masters students has doubled
- Research opportunities for undergraduate and professional students are increased
- Student funding is increased



FOSTER CITIZENSHIP

All faculty, staff and students engage with and contribute to the health of our communities

1 Develop a thriving culture of citizenship

- The Faculty connects with and/or leads initiatives to support a range of “healthy living on campus” and “healthy workplace” activities
- Faculty, staff and students are role models and champions for health
- Faculty, staff and students are recognized for their citizenship efforts

2 Build communities of practice characterized by mutual respect

- Faculty, staff and students are sought after and contribute to our diverse communities
- Deep, authentic and lasting relationships with diverse communities are established
- Communities of practice act on mutual concerns and a shared commitment to come together to solve problems

3 Maximize opportunities for all faculty, staff and students to engage with and contribute to our diverse communities

- A community engagement and service strategy is implemented, including collaborative health services
- Service learning is re-calibrated to be more sensitive to communities
- Formal structures exist for students, faculty and staff to engage in collaborative citizenship activities



CULTIVATE PARTNERSHIPS

We partner with our communities in transforming health

1 Position the Faculty as transformational leaders in changing the health landscape

- The Faculty's name has changed to Faculty of Health
- Our key communities, internal and external, know who we are, and understand what we do, and what we offer
- Faculty, staff and students champion a unified vision and direction of the Faculty of Health

2 Foster and support key internal and external partnerships and relationships

- We are partners at policy and decision making tables
- Partners bring their voices and evidence to the relationships
- The majority of our alumni are engaged with us
- Meaningful industry partnerships are formed and sustained

3 Strengthen recognition of our excellence in health

- Community groups, Health Authorities, regulatory and professional associations, governments, industry and NGOs consult with us
- Our University community consults with us for its health direction
- Communities partner with us for meaningful knowledge exchange to inform and develop innovative approaches to health



MOBILIZE SUPPORTS FOR INNOVATION

Our resources and systems enable innovation

1 **Harmonize organizational, structural and administrative processes to support our strategic directions**

- The Faculty organizational structure is optimized
- Administrative processes are streamlined and green
- Planning processes are clear and transparent
- Academic workload and T&P processes are streamlined
- A Faculty evaluation framework is implemented

2 **Optimize human resources to support excellence in research, teaching, and service**

- Teaching efficiencies are realized through orderly consolidation of traditional course offerings and through an interprofessional collaborative approach
- There is consistent application of standardized metrics/goals for workload management
- Faculty's administrative and technical personnel are effectively and efficiently supported by and support Faculty-wide processes and structures
- Leadership development and succession planning is the norm

3 **Centralize and brand physical infrastructure**

- Collaborative research environments (physical and virtual) exist and reflect our communities
- Complementary Faculty components are closer together
- A plan to house the entire Faculty in one location is developed

4 **Diversify and expand revenue streams**

- Philanthropy has doubled
- Revenue generation enhances our teaching, research and citizenship goals
- Resource allocation processes support the Faculty's goals

