FACULTY OF MEDICINE & DENTISTRY
2016-21 STRATEGIC PLAN
The Faculty of Medicine & Dentistry at the University of Alberta, through its 100 years of excellence, stands as one of the leading academic health science centres in Canada.

Building on this legacy, we have completed a strategic plan that reflects the inspiring concepts and ideas of our faculty, staff, students and partners. The objectives and strategies within the plan will continue to illuminate the avenue to excellence and distinction. In addition, it will advance us in exciting new directions, with a strong focus on building partnerships and innovative collaborations, while enabling our people to do amazing work. The Faculty will support and empower its members to achieve all of the goals within the plan and in their pursuit of success.

This strategic plan is now the basis for an ongoing conversation among all members of our Faculty and our partners. The plan has been, and will continue to be, defined by our people.

RICHARD N. FEDORAK, MD
VISION
To build an exceptional, socially accountable Faculty through leadership in education, research and patient care, and to be recognized for graduating highly skilled doctors, researchers and health care professionals for Canada.

MISSION
The Faculty of Medicine & Dentistry serves the public good through excellence in medical and health professions’ education, research and patient care. We build partnerships essential to a high-performing academic health sciences centre.

VALUES

Scholarship
To discover, interpret and disseminate new knowledge that promotes and restores health.

Respect, Compassion and Caring
To use these ideals to guide how we teach our students, care for our patients and work with our colleagues.

Integrity
To carry out our responsibilities to patients, students and colleagues while maintaining the highest moral standards.

Social Accountability
To engage all levels of the broad community in order to address their priority health concerns.

Excellence
To be dedicated to the highest standard of conduct in teaching, research and patient care.

Partnership
To partner in education, investigation and health care for the greater good of the communities we serve.
In the spring of 2015, the Faculty of Medicine & Dentistry embarked on a strategic planning process, with the aim of outlining the focus of its work over the next three to five years. The strategic planning process also provided the Faculty with an opportunity to engage with key internal and external stakeholders.

The interim dean of the Faculty of Medicine & Dentistry, Richard N. Fedorak, brought together the leadership of the Faculty to create working groups in seven key domains within its scope. The key domains included education, people, governance, funding, partnerships, research and innovation. The working groups were tasked with identifying concise, short- and long-term goals within their respective domain, as well as creating objectives and strategies that could be used to reach those goals. The working groups put in many hours to develop draft objectives and strategies. The completed documents, called “roadmaps,” were then reviewed and revised by the Faculty leadership and other stakeholders during a retreat, held in June 2015.

The June retreat involved approximately 80 faculty members and staff, as well as key external stakeholders. The feedback from the retreat was incorporated into the original draft roadmaps developed by the working groups. These drafts then became strategic roadmaps that were used as the basis for further discussions, and the foundation of the Faculty’s strategic plan.

The interim dean of the Faculty aimed to have the plan developed in a transparent and democratic manner; therefore, extensive consultations were organized between July and October 2015 to obtain input on the draft strategic roadmaps. A strategic planning website was created, and feedback was gathered from the broader faculty online via surveys and email. Throughout the fall, the roadmaps were presented to all of the departments, affiliated research institutes, student organizations and several faculty committees. In total, there were 36 consultation sessions reaching more than 900 individuals, which, together resulted in a revised roadmap.

A second retreat was held in November 2015, during which the Faculty leadership and stakeholders reviewed the consultative input and further revised the roadmaps to incorporate the input obtained throughout the consultation phase. In December 2015, a final strategic plan roadmap was approved for use by the Faculty.
EDUCATION

The Faculty of Medicine & Dentistry will be a nationally leading academic entity that provides flexible, innovative and socially accountable programs that are adaptive to learners, clinical prevalence, societal needs and professional mandates.

THE FACULTY WILL:

• **Lead in the development of competency-based education and scholarship.** We recognize that our Faculty is responsible for educating the next generation of physicians, dental professionals and researchers and, as such, our educational programs must be adaptive and innovative to meet evolving needs. The Faculty of Medicine & Dentistry will innovate across the learning continuum in undergraduate, graduate and post-graduate programming.

• **Coordinate innovative and responsive life-long learning and faculty development opportunities.** Health sciences are constantly evolving and advancing. Using state-of-the-art technology and best practices in adult education, the Faculty of Medicine & Dentistry will offer the highest quality of programming to ensure our physicians, dental professionals, and preceptors are successful life-long learners.

• **Implement a social accountability framework across the educational continuum.** The Faculty honours its responsibility to the communities of Canada in which our faculty practice medicine and dentistry, conduct research and train the next generation of health professionals, educators and researchers. The Faculty of Medicine & Dentistry will ensure our organization is adaptive to the needs of all members of our society, including newcomers, Indigenous peoples and the diverse populations across Canada’s urban and rural landscapes.

• **Foster relationships with the Faculty of Science and basic science departments at the University of Alberta, to enhance scientific education in our undergraduate, graduate and post-graduate programs.** The Faculty values the basic sciences as the core of medicine and health sciences. The Faculty of Medicine & Dentistry will work collaboratively with all scientific disciplines, within and outside our unit, to foster and incorporate the sciences into our education and research programs.
THE FACULTY WILL:

- **Explore and implement best practices in human resource management.** Engaging more than 4,000 people—including students, clinicians, administrators, educators and researchers—we understand that, to succeed, the organization needs to be an “enabler of excellence” for our people. The Faculty of Medicine & Dentistry will provide human resource best practices that enable our faculty, staff and students to excel.

- **Retain key faculty members who are significant contributors to research excellence at the Faculty of Medicine & Dentistry.** Changes in funding models and fiscal realities have the potential to create challenges. The organization will develop innovative solutions to ensure our best scholars remain an integral part of our Faculty.

- **Foster greater engagement of clinical faculty members in the research, teaching, administration and overall community in the Faculty of Medicine & Dentistry.** We value those who work as clinicians, connecting learners with the practice of medicine and dentistry and community service, as well as bridging the divide between research and application. Our organization will ensure that clinical faculty feel valued for their essential contributions and are supported in the work they do for the Faculty.

- **Improve the diversity of our membership, particularly in the area of leadership.** We recognize that people from diverse backgrounds bring a broad range of strengths and multifaceted perspectives to our organization, especially when in positions of leadership. Diverse leadership ensures the organization is adaptive, resilient and reflective of the communities in which we belong. The Faculty of Medicine & Dentistry will increase the number of women and visible minorities in positions of leadership within the academic unit.
THE FACULTY WILL:

• **Clearly define authority and responsibilities for the leadership roles.** Our organization is large and complex, yet we aim to be transparent and accountable in how the Faculty operates and is governed. The Faculty of Medicine & Dentistry will develop concise and relevant descriptions for the leadership positions and ensure the descriptions are available to all stakeholders.

• **Clearly articulate the mechanisms and strategy to govern the relationships with our key stakeholders.** Working with key partners is essential for the Faculty of Medicine & Dentistry to achieve its goals. The Faculty will create improved processes and mechanisms to manage our relationships, enabling shared priorities and strategic alignments in research, education and clinical health delivery.

• **Collaborate with our health delivery partners, such as Alberta Health Services and Covenant Health, to develop effective affiliation agreements.** Collaboration with our health delivery partners is core to a successful Faculty and to serving the people of Alberta. The Faculty of Medicine & Dentistry will develop comprehensive affiliation agreements that will include details regarding leadership structure, roles and accountability mechanisms.

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3 GOVERNANCE

The Faculty of Medicine & Dentistry will have clear and purposeful structures, mechanisms and processes by which our organization is directed, evaluated and regulated. The organization will allocate resources in a way that ensures alignment with the mission and strategy of both the Faculty and the University of Alberta.

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4 FUNDING

The Faculty of Medicine & Dentistry will develop and ensure a robust, sustainable and transparent funding formula that guarantees long-term viability and success of its research, education and clinical platforms.

THE FACULTY WILL:

• **Develop formal, multi-year funding agreements with Alberta Health, Alberta Health Services, Covenant Health and Alberta Advanced Education.** The Faculty of Medicine & Dentistry will work with our government partners to develop agreements that address compensation, space allocation, educational services and research collaborations.

• **Work to develop a flexible and transparent budget model that will be used consistently throughout the faculty.** The Faculty of Medicine & Dentistry will formalize a budgeting process that ensures the investment of resources aligns with the Faculty’s strategic direction and mission.

• **Collaborate with the University of Alberta and our affiliated hospital foundations to develop formalized arrangements that allow efficient management of philanthropic resources.** Our organization values its relationships with funders, and will work hard to make the most effective use of the resources granted. To that end, the Faculty of Medicine & Dentistry will develop formal funding arrangements with these partners, to ensure clarity regarding the funding of the Faculty’s work.
THE FACULTY WILL:

- Establish a pan-faculty framework to define research excellence, and build—as well as manage—shared core research infrastructure and resources. The field of health sciences research is becoming increasingly competitive and collaborative. The Faculty of Medicine & Dentistry will maximize its competitiveness and efficient resource allocations, through an integrated framework of institutes and centres for research, innovation and infrastructure management.

- Develop a competitive research support fund, focused on funding start-up capital for proof-of-concept projects and strategic bridge financing. The Faculty understands that producing quality research for outstanding health outcomes requires stable funding. The Faculty of Medicine & Dentistry will create a comprehensive framework that can be utilized to assess, prioritize and coordinate relations and messaging with stakeholders.

- Initiate or strengthen two partnerships focused on our social accountability mandate. We acknowledge our organization as a part of the communities in Edmonton, Alberta and Canada; as such, we understand our obligation to be accountable to community needs through research, health care delivery and education. The Faculty of Medicine & Dentistry will ensure our work benefits our communities, achieved through the development of two social responsibility partnerships.

- Establish comprehensive, formalized agreements with our health delivery partners. The Faculty of Medicine & Dentistry will negotiate formal agreements with government organizations that address its clinical, research and educational activities.

- Work with our partners to develop an academic health sciences network. The field of health sciences is constantly evolving and the Faculty of Medicine & Dentistry intends to evolve with it. The Faculty will create an integrated network, including both clinicians and researchers, to advance the health sciences in Alberta.

- Develop a formal framework through which all of the Faculty’s strategic and priority partnerships will be analyzed. We recognize that our organization must collaborate with others to accomplish our mission and goals, as well as deliver excellence in health care and research. The Faculty of Medicine & Dentistry will create a comprehensive framework that can be utilized to assess, prioritize and coordinate relations and messaging with stakeholders.

PARTNERSHIPS

The Faculty of Medicine & Dentistry aims to strengthen and develop partnerships that are mutually beneficial and value-added, while fulfilling the mission of the Faculty. We also aim to build capacity through our relationships and improve our outreach and community impact.

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- Develop a competitive research support fund, focused on funding start-up capital for proof-of-concept projects and strategic bridge financing. The Faculty understands that producing quality research for outstanding health outcomes requires stable funding. The Faculty of Medicine & Dentistry will create a specific fund for research support that will initially raise $10 million, and $50 million at maturity.
The Faculty of Medicine & Dentistry will be consolidated as an internationally recognized Faculty, by fostering a culture of innovation that will generate transformational change in research and education in health and wellness.

**THE FACULTY WILL:**

- **Establish three health and wellness consumer-oriented partnerships with international frontier research institutions and key corporate partners.** The Faculty of Medicine & Dentistry will maximize the impact of our health science research and clinical expertise by collaborating with organizations that have complementary capabilities in the pursuit of marketable health innovation.

- **Establish a product incubator focused on developing market-oriented products and services.** The Faculty of Medicine & Dentistry is home to world-class researchers who develop technology and health science innovations that contribute to improved health outcomes. The Faculty will work to ensure our researchers are fully supported throughout the innovation journey, from concept to market development.

- **Work with health delivery partners to establish research and provision of services in the areas of preventative and precision medicine advancements.** The Faculty of Medicine & Dentistry will improve the well-being of our communities through the development of innovative health technologies and health care.

- **Establish a partnership with a prominent disruptor in the health and wellness market.** The Faculty of Medicine & Dentistry will “push the envelope” in health science innovation and work with partners who aim to do the same, challenging the way health issues are perceived and treated.

- **Create a pan-faculty research facilitation service that will provide support to consortia research applications and partnerships.** Competing successfully at a global level for health science research funding requires coordination of multidisciplinary work, attention to extensive regulations and effective management of infrastructure and people. The Faculty of Medicine & Dentistry will support its scientists by developing a research facilitation service that will provide essential support for large scale, collaborative research applications and project management.

- **Develop a salary retention and support fund for high-calibre post-doctoral and junior researchers.** The Faculty works diligently to attract world-class researchers, and it is understood that those researchers require funding to excel. The Faculty of Medicine & Dentistry will develop a specific fund to support the attraction of high-calibre junior researchers and post-doctoral fellows.
The 2016–2021 Faculty of Medicine & Dentistry Strategic Plan provides the roadmap to guide the Faculty as it creates its own future of innovation and excellence in medical education, research and health care.

The leadership in the University of Alberta’s Faculty of Medicine & Dentistry is entirely committed to this strategic plan, working to guarantee that the Faculty is moving forward through pragmatic and tangible goals in a strategic and focused way, while fostering excellence across the continuum.

Teams have been established in each of the seven key domains, composed of faculty, students and staff, as well as external subject matter experts. The teams will work to ensure that the objectives of the strategic plan are implemented across the Faculty. The strategic plan will be reevaluated regularly and our organization will adapt schemes and objectives based on evolving context and emerging opportunities. We are looking forward to a brilliant future of excellence.
ACKNOWLEDGEMENTS

The leadership of the Faculty would like to thank those listed below who took the time to attend strategic plan presentations, provide feedback online or discuss their vision for the future of the Faculty with us. Many thanks also to the hundreds of faculty members and administrative staff who put in copious hours contributing to the development of the strategic plan. We hope that we have reported all names accurately.

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