

# Faculty of Health Sciences



## Four-Year Strategic (Academic) Plan | 2006 – 2010

Approved by Faculty of Health Sciences Council  
(June, 23, 2006)



The Arthur and Sonia Labatt Health Sciences Building

## The Faculty of Health Sciences – History

The Faculty was officially launched on July 1, 1997 when the University merged the former Faculties of Applied Health Sciences, Kinesiology and Nursing. The result today is a dynamic and exciting Faculty comprised of five Schools – **Communication Sciences and Disorders (CSD), Kinesiology, Nursing, Occupational Therapy (OT) and Physical Therapy (PT)** and two interdisciplinary degree programs – the **Undergraduate Bachelor of Health Sciences (BHSc)** and **Graduate Health and Rehabilitation Sciences**. Today the Faculty boasts nearly 3,000 undergraduate and 435 graduate students.

The Faculty of Health Sciences is also the home of some of Canada's most innovative research initiatives, including our three unique Research Centres: the Canadian Centre for Activity & Aging, the International Centre for Olympic Studies and the National Centre for Audiology. We also have research units like the R. Samuel McLaughlin Foundation Exercise & Pregnancy Laboratory, the Wolf Orthopaedics Biomechanics Laboratory and the Nursing Research Unit. The Faculty is also the home of the Canadian Language & Literacy Research Network – a National Centre of Excellence.

Service to the local community is an integral part of the Faculty's mandate through on-campus facilities like the internationally renowned Fowler Kennedy Sport Medicine Clinic, the H.A. Leeper Speech & Hearing Clinic, the Kids' Skills Research Laboratory, and tykeTALK. Western Sports and Recreation Services, with responsibility for Western's highly successful varsity athletic and campus recreation programs, and the community-based Sport Western Program are also integral parts of the faculty.

The Faculty's many schools, programs, research laboratories and community clinics dot the Western campus, with principal locations in the Health Sciences Addition (Nursing), Thames Hall/3M Centre (Kinesiology), Elborn College (CSD, OT, PT, Rehabilitation Sciences) and the Arthur and Sonia Labatt Health Sciences Building (Faculty Dean's Office and Bachelor of Health Sciences Program).

We have an international reputation for excellence in our Schools and Programs. Our programs have been used as models for program development in other universities. Furthermore, we are at the forefront of innovation in research and education in the Health Sciences and we are committed to **providing the best student experience among Canada's leading research intensive universities**.



## Dean's Message

It is a pleasure and privilege to share our Faculty of Health Sciences Strategic Academic Plan (2006-2010) with you. This plan builds on strategic initiatives and progressive budget plans that have been warmly embraced and enthusiastically supported at The University of Western Ontario. It commits the Faculty to delivering the best student experience among Canada's leading research-intensive universities.

We have challenged ourselves to think in new and creative ways as we develop an inspiring blueprint for the Faculty. We have carefully considered our history and the existing and emerging strengths in the Faculty. We have also considered the current and anticipated environmental factors, both internal and external, that will inevitably impact our direction.

This plan is the result of extensive reflection, consultation and discussion with our numerous stakeholders-our faculty and staff members, students, alumni and our campus and community partners.

This Strategic Plan is a necessary next step in the evolution of the Faculty, providing a broader base to support the building momentum in the Faculty. It speaks directly to the campus-wide goals of increasing student engagement, enriching their educational experience, building graduate enrolments, interdisciplinary collaboration and increasing research success.

We know that we are on the right track and feel that the implementation of this plan will further advance our momentum and progress, permitting us to grow and to respond to undeniable and pressing social realities. I am very proud of our past accomplishments and even more excited about our future.

For a complete copy of our Faculty of Health Sciences Strategic Academic Plan (2006-2010), please visit [www.uwo.ca/fhs](http://www.uwo.ca/fhs).

Sincerely,

W. James Weese  
Dean



3M Centre

## Solid Foundation

The Strategic Plan ensures a strong foundation that acknowledges the strengths and proud histories of our Schools/Programs. It calls for sustained investment in disciplinary excellence in our teaching, research and service missions. At the same time, our strategic imperative is to build, from this platform, interdisciplinary initiatives across the Faculty of Health Sciences.

**Goal: To ensure and celebrate a national/international leadership position for each of the Schools/Programs and the three research centres.**

### Action

1. To ensure that each School/Program is strategically focused in its own discipline, they will be required to develop a four-year strategic plan that aligns with the Faculty of Health Sciences Strategic Plan.
2. Implement strategic and effective faculty recruitment and retention best practices to ensure we attract and retain the very best professors possible. (e.g.; implementation of CLEAR outlined below).
3. Implement strategic and effective staff recruitment and retention best practices to ensure we attract and retain the very best staff members possible. (e.g.; implementation of CLEAR outlined below).

**CLEAR** – CLEAR is a set of values and missions developed by the Faculty of Health Sciences to guide and inspire the Faculty throughout the strategic plan and beyond.

**Community** – The Faculty of Health Sciences is made of

diverse elements working together to achieve the vision of the Faculty within a caring community. Our sense of community is fostered by planned activities where we can all come together socially, informally and through the Dean’s weekly newsletters. We will ensure mutual understanding, mutual meaning and mutual respect within the Faculty.

**Leadership** – We have a vision of a clear, effective and actively engaged leadership style that is employed at all levels throughout the Faculty. This consists of being positive, honest, supportive and utilizes good communication, recognition and a team approach.

**Expectations** – People in the Faculty can expect to be treated fairly, to have a voice and to have their contribution appreciated. In turn, the Faculty of Health Sciences can expect that each member will perform to meet the expectations of their role.



*“Each of our Schools/Programs endeavours to offer the best disciplinary-based programs in the Country.”*

**Dr. James Weese**  
Dean, Faculty of Health Sciences

**Appreciation** – People in the Faculty of Health Sciences will be appreciated for their accomplishments and in turn will appreciate the benefits of working in this faculty and in this environment.

**Respect** – Mutual respect for individuals is the foundation of a positive workplace culture that eliminates harassment, increases respect between coworkers and allows all voices to be heard and considered. We will respect and welcome diversity of opinion.

4. Invest in Disciplinary Research Excellence.
5. Bolster student counselling functions by increasing the number of program/career counsellors and developing a Program Record Form for all undergraduate students to facilitate effective degree progression and maximize counsellor effectiveness/efficiency.
6. Ensure leadership development/succession programs to develop leaders and ensure sustained program prosperity.
7. Implement Director Updates to maximize communications in the Schools/ Programs.
8. Implement strategic print, electronic and personal marketing and promotional activities to attract the best possible students to the Faculty of Health Science programs.
9. Secure additional resources (campus and community) to increase the size and amounts of Faculty of Health Sciences Scholarships and Bursaries to help attract and more effectively support the best students.
10. Develop a Workplace Culture Standing Committee to embark on a series of activities/programs designed to ensure a positive and productive workplace for all Faculty constituents.
11. Develop a list of building and environment improvements and develop a four-year plan to improve the quality of our physical environment.
12. Continue the Faculty of Health Sciences Computer Renewal Plan to ensure our members have current computer resources to carry out their day-to-day activities.
13. Implement a Faculty of Health Sciences Professional Development program for our full and part-time members (including the Faculty of Health Sciences Annual Clinical Education Conference).

## Building on a solid foundation

Based on a strong foundation, our strategic imperative is to build, from this platform, interdisciplinary initiatives across the entire Faculty. These goals and initiatives take the form of eight pillars.

### Pillar 1 – Heighten interdisciplinary activity in the Faculty and advance our research and teaching missions by increasing Inter- and Intra-Faculty activities.

#### Action Steps:

- 1.1. Launch an Interprofessional Education Program with the Schulich School of Medicine and Dentistry.
- 1.2. Partner with the Schulich School of Medicine and Dentistry and University of Western Ontario Faculties to advance the Health Policy Initiative.
- 1.3. Refine and formally launch our Intra-Faculty Interdisciplinary Graduate Program in Health and Rehabilitation Sciences.
- 1.4. Develop a Series of Collaborative Research Laboratories to support the Faculty of Health Sciences (and other researchers') research programs.
- 1.5. Host Faculty of Health Sciences information sharing activities to help our members better understand each other and their respective program challenges and opportunities.
- 1.6. Implement social and professional events/activities that bring our members together and facilitate mutual understanding, mutual meaning and mutual respect.
- 1.7. Explore partnership opportunities and increased collaboration with a number of sister Faculties (i.e.; Faculty of Engineering, Faculty of Social Sciences, Faculty of Arts and Humanities, Faculty of Education).

### Pillar 2 – Enrich the student experience to increase student support, engagement and to ensure the “best student experience” for our Faculty of Health Sciences students.

#### Action Steps:

- 2.1. Launch the Faculty of Health Sciences Clinical Education Travel Bursary Program designed to provide support for and to encourage students to take out-of-town

placements. This program will also allow the Faculty to support and expand clinical education experiences for our students and help reduce financial hardships for students seeking enriching, but remote placements.

- 2.2. Launch the Faculty of Health Sciences International Initiatives Program. To help sustain the Faculty's solid record of activity in international teaching and research, the Faculty will appoint an International Initiatives Coordinator whose mandate will be to:

- i) increase undergraduate student exchange opportunities at the following rate:  
2005-06 = 12 (0.4% of our undergraduates)  
2007-08 = 30 (1.0% of our undergraduates)  
2009-10 = 48 (1.6% of our undergraduates)
- ii) increase professional graduate student exchange opportunities at the following rate (minimally):  
2005-06 = 7 students  
(2.5% of our professional graduate students)  
2007-08 = 10 students  
(3.6% of our professional graduate students)  
2009-10 = 14 students  
(5.0% of our professional graduate students)
- iii) increase the number of active, participating institutions at the following rate:  
2005-06 = 15 institutions  
2007-08 = 18 institutions  
2009-10 = 20 institutions
- iv) create Faculty of Health Sciences partners supporting multiple intra-Faculty exchanges at the following rate:  
2005-06 = 5 partners  
2007-08 = 8 partners  
2009-10 = 12 partners
- v) liaise with the Western International Initiatives Office;
- (vi) actively promote international exchange opportunities;
- vii) host enrichment events for our international exchange students;

- viii) create faculty exchange opportunities;
- ix) secure campus resources to support students travelling on international study exchange and to bring distinguished international faculty to campus;
- x) promote international activities (e.g.; speakers/ events) to faculty and staff;
- xi) it is imperative that the School and program curricula be internationalized in anticipation of increased activity in international placements, student exchange programs, and positions following graduation. The Faculty will:
  - a) internationalize curricula and ensure that international issues are covered, and;
  - b) introduce an interdisciplinary course(s) on global health issues and the cultural and professional elements of internationalization.

- 2.3. Launch a Health Sciences First Nations Education Program aimed at:

- i) by 2010, ensuring that seats are set-aside in each Faculty of Health Sciences School/Professional Graduate Program at 4% of total student enrollment;
- ii) working with Health Canada, the University of Western First Nations Office and the Registrar's Office to ensure sufficient support services are in place to maximize program success;
- iii) filling the approved joint position (Faculty of Health Sciences and Faculty of Social Sciences – First Nations Health Issues), and;
- iv) securing appropriate administrative, counselling and TA support for this program.

- 2.4. Stabilize direct entry undergraduate enrollments at 3,000 students to ensure higher entering grades, lower student-to-faculty and student-to-staff ratios and increase student retention.

- 2.5. Implement the Faculty of Health Sciences Experience Block; a reserved amount of time (5:00 to 7:00 p.m. daily) when undergraduate classes can participate in co-curricular/enrichment activities.

- 2.6. Develop and administer a Faculty of Health Sciences Incoming Student Survey to investigate the motives and expectations of our undergraduate/graduate students and to better understand the impact of our promotional activities.

- 2.7. Develop and administer a Faculty of Health Sciences Graduating Student Survey to investigate the experience of our students and how our undergraduate and graduate programs prepared graduates for work and life.
- 2.8. Expand the mandate of the Faculty of Health Sciences Teaching Awards Committee to ensure high performing Faculty of Health Sciences instructors are nominated for Faculty, Institutional, Provincial and National teaching awards. The committee will also monitor teaching evaluations in the Faculty and ensure that each Faculty of Health Sciences School/Program has a unit teaching score above the 80th percentile of the scoring range.
- 2.9. Actively and strategically recruit the best students possible through targeted recruiting fairs, showcase days, high quality print/electronic materials and strategic campus visits.

*“Any university aspiring to international recognition and stature must demonstrate an international perspective and global commitment”*

**Engaging the Future,**  
Western's Strategic Planning Document

### **Pillar 3 – Increase collaboration throughout the Faculty to heighten synergy and maximize effectiveness.**

#### **Action Steps:**

- 3.1 Launch a review of the Faculty of Health Sciences organizational structure. A new, synergistic model could allow the Faculty to make more effective and efficient use of its resources, decrease the service responsibilities of members in the smaller Schools, provide an administrative home to our interdisciplinary programs and allow us to:
  - i) secure additional space in Elborn College (e.g. south wing) to accommodate the expanded programs;
  - ii) implement dedicated research support in the Schools, and;
  - iii) facilitate clinical education placement growth to ensure our students have access and necessary support to sufficient number of high quality clinical education placements.
- 3.2 Create a Faculty of Health Sciences Space Committee in the School of Kinesiology, the School of Nursing, the BHSC Program and the Rehabilitation Science Sector to analyze space allocations to ensure the fair and effective use of space. A Faculty-wide Space Committee would also be constituted to ensure cross-school communication.
- 3.3 Develop collaborative research labs in the Faculty to support Faculty of Health Sciences/other researchers and align with the current requirements of our granting councils.
- 3.4 Create intra-Faculty and inter-Faculty strategic linkages between Faculty of Health Sciences Schools/Programs that will attract the best students and better prepare them for their programs/careers.

### **Pillar 4 – Foster increased research capacity and productivity across the Faculty.**

#### **Action Steps:**

- 4.1 Create incremental support for research in the Faculty (e.g.; incremental staff and administrative support). Other research support will be provided as resources become available. (e.g.; Research Grants Facilitator, Scientific Director of The Western Institute for the Interdisciplinary Study of Health Across the Lifespan).

- 4.2 Continue to support and encourage Faculty of Health Sciences Researchers to increase Tri-Council Research Funding income at the following rate:
  - 2004-05 – \$4.3M  
– 4th at The University of Western Ontario
  - 2007-08 – \$6M  
– 3rd at The University of Western Ontario
  - 2009-10 – \$8M  
– 3rd at The University of Western Ontario
- 4.3 Create a Faculty of Health Sciences Research Awards Committee with a mandate to nominate and promote Faculty of Health Sciences researchers for major awards.
- 4.4 Assemble research teams pro-actively to respond to Calls for Proposals for collaborative research projects.
- 4.5 Modify the Faculty of Health Sciences Interdisciplinary Research Award and create two levels of support:
  - i) Maintain the Faculty of Health Sciences Interdisciplinary Research Grant at \$8,000 to support interdisciplinary or project-based grant submissions that require pilot data and team formation.
  - ii) Create a Faculty of Health Sciences Research Support Fund (\$8,000) that members can access to hire a consultant to assist them with the creation of major research grant proposals. This fund can be assessed to ensure rapid response to large scale Requests for Applications of Strategic Initiative projects with defined timelines. The lead researchers must be a member of the Faculty of Health Sciences. The grant will support interdisciplinary or project-based grant submissions.
- 4.6 Grow the Faculty of Health Sciences Research Mentors Group to provide mentoring and feedback to Faculty of Health Sciences researchers' Tri-Council grant applications and other granting agency calls prior to their submission to Research Western/Tri-Councils.
- 4.7 Officially launch the Faculty of Health Sciences Research Series – a series of Faculty-wide graduate level research courses in research design and data analysis.
- 4.8 Continue to publish the annual Faculty of Health Sciences Scholarship Document and add a Professional/Applied Publications section.

- 4.9 Increase the publication rate of Faculty of Health Sciences Researchers at the following rate:
  - 2005-06 = average of 2.0 publications/member/year
  - 2007-08 = average of 2.5 publications/member/year
  - 2009-10 = average of 3.0 publications/member/year
- 4.10 Increase the percentage of Collaborative (intra-Faculty) Publications in the Faculty:
  - 2005-06 = 26% Intra-Faculty Publications
  - 2007-08 = 30% Intra-Faculty Publications
  - 2009-10 = 34% Intra-Faculty Publications
- 4.11 Measure and increase the percentage of Collaborative (inter-Faculty) Publications over the next four years.
  - 2005-06 = 10% Intra-Faculty Publications
  - 2007-08 = 15% Intra-Faculty Publications
  - 2009-10 = 25% Intra-Faculty Publications
- 4.12 Hire a Scientific Knowledge Exchange Officer who will coordinate, effectively and ethically package the outcomes of our research activities for community members and interact with the community.
- 4.13 Create additional Research Assistant positions in the Faculty with increased Graduate Expansion Funds.
- 4.14 Increase collaborative teaching and research links with the Fowler Kennedy Sport Medicine Clinic, Lawson, LHSC, St. Joseph's Health Care and Parkwood Hospital.
- 4.15 Increase teaching and research links with the Schulich School of Medicine and Dentistry with the Interprofessional Health Clinic at the Research Park.
- 4.16 Develop a Faculty of Health Sciences Strategic Research Plan and a Faculty of Health Sciences Research Website.

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***“Students are our Foundation, Research is our Life Blood”***

**Earl Noble**  
Chair, Faculty of Health Sciences  
Advancing Research Task Force Committee

### **Pillar 5 – Build student program capacity across the Faculty for future success and prosperity as well as advance our teaching and research missions.**

#### **Action Steps:**

- 5.1 Aggressively grow our graduate programs by the following rates over the next five years:
  - Increase of 104 Faculty of Health Sciences graduate students
  - Increase of 57 (15%) Faculty of Health Sciences Masters students
  - Increase 47 (52%) Faculty of Health Sciences Doctoral student
- 5.2 Consider modifying the Faculty of Health Sciences Guaranteed Funding Formula to provide greater levels of guaranteed funding to attract the higher level graduate students.
- 5.3 Develop direct-entry doctoral programs in selected areas to attract and better serve exceptional students to align with the institutional initiative.
- 5.4 Increase the size of our Faculty of Health Sciences professional programs by increasing our entry enrollments to the following levels:
  - Occupational Therapy = 52 students
  - Physical Therapy = 46 students
  - Speech Language Pathology = 45 students
  - Audiology = 20 students
- 5.5 Explore the possibility of creating an “Aud D” program to compete aggressively for Audiology students and better prepare our graduates.
- 5.6 Fully integrate and expand the new Faculty of Health Sciences Video-Conferencing Centre and launch increased Web-CT offerings.
- 5.7 Investigate the development of a satellite campus of the Faculty of Health Sciences at Parkwood Hospital.
- 5.8 Investigate the development of a satellite campus of the Faculty of Health Sciences at the University of Windsor to focus primarily on the delivery of our Rehab Sector programs.
- 5.9 Conduct a feasibility study re: establishing a Multi-disciplinary Rehabilitation Clinic in Elborn College to provide increased experiential learning opportunities for our students and in the service of the community.

**Pillar 6 – Lead and impact our respective communities by increasing our community and professional outreach.**

**Action Steps:**

- 6.1 Continue to offer the Annual Faculty of Health Sciences Public Lecture Series and bring renowned speakers to contribute to the public understanding of Health Sciences.
- 6.2 Work with government officials, health promotion/health services staff members, school board officials, parents and citizens in the South West LHIN to implement a comprehensive health promotion/health services education and outreach program designed to make the South West LHIN “Ontario’s Healthiest LHIN”.
- 6.3 Work with government officials, health promotion/health services staff members with the Middlesex-London Health Council, school board officials, parents, citizens in London/ Middlesex to implement a comprehensive health promotion and health services education and outreach program designed to make London “Canada’s Healthiest City”.
- 6.4 Partner with the Faculty of Information and Media Studies to ensure the effective knowledge transfer of our research findings.

**Pillar 7 – In recognition of the undeniable role that the Sports and Recreation Services program play in student recruitment, retention, enrichment, engagement and preparation of all Western students, we will seek increased core funding and an alternative administrative home for sports and recreational services. These initiatives will aid in building campus and alumni pride.**

**Action Items:**

- 7.1 Create consensus to the fact that the SRS programs make a major contribution to the best student experience. Recognition of these programs for their role in student recruitment, retention, enrichment and preparation is also necessary. Recognizing the role that these programs play in branding the institution, in advancing campus and alumni pride, in forging links with our community and in exciting donors is also essential.

- 7.2 Provide full funding to our recognized IA programs.
- 7.3 Develop a new funding model for our IA programs.
- 7.4 Repatriation of the SRS program into Kinesiology.
- 7.5 That occupancy fees and rent be significantly reduced.
- 7.6 The term “occupancy fees” be replaced by the term “utilities” and that the Communications Office works with Sports and Recreation Services to prepare a media relations strategy announcing a new funding model for SRS programs at The University of Western Ontario.
- 7.7 That TD Waterhouse Stadium and the new Western Sport and Recreation Centre be led by managers with SRS expertise/experience and who report through SRS. The budgets for these facilities would need to be transferred as well as would the responsibility for programming and maintaining these facilities. The TRAC and Alumni Hall should also fall under the auspices of SRS leadership.
- 7.8 That SRS officials review the funded/non-funded teams.
- 7.9 That SRS work with the University of Western Ontario Student Council officials to lift the IA freeze and have it automatically adjusted annually for inflation.

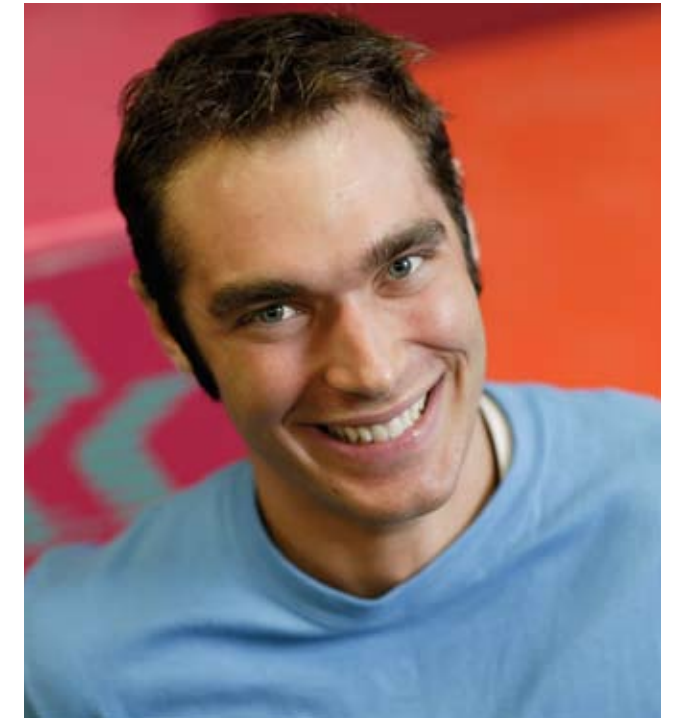
*“All Ontario Universities are competing for highly qualified graduate students. In order to attract the best students, we must offer programs and services for graduate students that are second to none.”*

**Engaging the Future,**  
Western’s Strategic Planning Document

**Pillar 8 – Establish The Western Institute for the Interdisciplinary Study of Health Across the Lifespan. Designed to significantly advance research through the development of key intra- and inter-Faculty partnerships, as well as heighten interdisciplinary research activity.**

**Action Steps:**

- 8.1 Create The Western Institute for the Interdisciplinary Study of Health Across the Lifespan. The Institute is a series of collaborative research facilities and real/virtual research teams designed to facilitate Faculty of Health Sciences researchers investigating the many socio-cultural and biophysical science components of health, health promotion and health services, care and rehabilitation.
- 8.2 Appoint a Scientific Director to oversee and promote research activity in The Institute and to ensure maximum collaboration and synergy with the Faculty.
- 8.3 Create a comprehensive Advisory Board and operate in congruence with the Senate policies and procedures.
- 8.4 Attract and support other Western researchers engaged in research activities related to our strategic focus.
- 8.5 Promote economies of scale (equipment purchase and utilization) and maximize central service (e.g.; physician testing – stress testing, medical clearance, physician supervision, grants administration).
- 8.6 Create data capture opportunities across the lifespan and in longitudinal research projects.
- 8.7 Support and advance disciplinary excellence through research and programs that continue to exceed accreditation standards.
- 8.8 Help members of society take responsibility for their own health through education, healthy behaviours and appropriate policies and supports.
- 8.9 Ingrain healthy attitudes and behaviours that transfer to self responsibility for a healthier lifestyle across the lifespan, to ensure healthy living throughout the life cycle, and help sustain a health care system that is currently “at-risk”.
- 8.10 Integrate public programming to ensure effective transfer of theory to practice and ready access to research subjects.



*Health Canada believes that prevention and health promotion can hold health care costs down and improve the quality of life in the long term.*

**Health Canada Website**

***Mission:*** To lead in the generation and dissemination of knowledge in the areas of health and health care, rehabilitation, physical activity and sport.

Faculty of Health Sciences  
The University of Western Ontario  
London, Ontario, Canada

[www.uwo.ca/fhs](http://www.uwo.ca/fhs)