



Extension of the
Faculty of Health Sciences
Strategic (Academic) Plan

June, 2011

Context and Preamble

The *FHS Strategic (Academic) Plan* (approved by Faculty Council on June 23, 2006) was based on the University's *Engaging the Future* strategic document (approved by Senate in October of 2006). The Faculty plan took one year to develop and involved extensive task force committee engagements, many focus group sessions and a day-long retreat. It has served us well, and continues to guide our strategic investments/initiatives.

We are in interesting times. Government leaders are preaching restraint and tighter financial times are expected regardless of the result of the upcoming provincial election. The University has undergone significant change at its highest levels and as a result has decided to delay the enactment of a process to renew its expired strategic plan. Campus leaders have installed a two-page *Update on the Strategic Plan – September 2010* document while a process and timeline for strategic plan renewal are determined. The *Update* listed four priority areas that resonate with our strategic plan and focus, namely:

1. **Western will raise its international profile:** expanding international partnerships - research and student exchange, research exchanges, student exchanges; increasing number of international students studying at Western; preparing graduates for a global society; branding institutional strengths, attracting international scholars; hosting international visitors, international conferences; impacting national and international policy.
2. **Western will enhance the quality of its undergraduate and graduate programs:** develop and implement plans to increase NSSE scores, integrate teaching and research, increase undergraduate research opportunities, increase support (financial and program/career counselling) to domestic and international students (undergraduate and graduate students); develop clear pathways and funding for interdisciplinary programs; increase the number of externally-funded graduate students.
3. **Western will expand its educational reach in the region and around the world:** increase the number of highly competitive entry undergraduate programs to fill distinctive national niches; expand first-year undergraduate class size while maintaining high quality/standards; expand graduate programs, especially at the doctoral level; develop more professional masters programs in high demand areas; advance aboriginal education programs; design and implement strategies for more on-line and distance education options to increase participation rates.

4. **Western will enhance its support for faculty and staff:** sustain core services to support faculty and staff; increase career development/mentoring services; emphasize and support professional development opportunities and leadership/management skills; increase staff diversity to surpass national averages for representation; expand efforts to ensure a respectful workplace.

The FHS Leadership Team believes that the FHS would be well served to delay embarking on a new strategic renewal process until the University outlines its process, key priority areas, and a timeline. Other Faculties at The University of Western Ontario are following this plan as well.

FHS Reflection

We should feel very good about:

- Undergraduate and graduate student interest
- High quality applicants - Nursing has a cut-off average of 88% and Kinesiology has an entering average of 85%. Applications to our Occupational Therapy, Physical Therapy, Audiology and Speech Language Pathology programs were extremely high. FHS had the second highest number of OGS recipients at Western in 2010-11
- Graduate program design and commensurate student growth to help the campus and FHS meet its stretch goals
- High student satisfaction and pride
- Strong student leadership
- Research outcomes are positive and we are seen as a major player in large, pan-university CFI proposals
- FHS has a rising and positive profile within the campus community and community-at-large
- We have significantly advanced an exciting and challenging Strategic Plan that continues to serve us well
- We have heightened spirit/camaraderie in the Faculty which is confirmation that our activities/initiatives are working

- We have excellent relations with our sister Faculties, decanal partners, clinical partners, government officials, health care community
- We have considerable community outreach
- Our Interuniversity Athletics program was rated the #1 Canadian program in a special issue of Maclean's Magazine (November 16, 2009)
- Western Student Recreation Centre making major contribution to the quality of student life on campus
- High number of retirements and pending retirements allow for continued re-engineering of FHS to align with current and emerging strategic priorities

We believe that the following areas could be improved:

- Need to ensure right number of graduate course requirements and continue to monitor timely completion rates for programs/students/advisors
- Need to ensure optimal research course offerings (e.g., restore the FHS Research Series graduate courses for all FHS graduate students)
- Need to offer alternative delivery models to appeal to contemporary students and working professionals
- Awaiting provincial clarity – how we'll deliver Nursing programs in the province
- Need to renovate/modernize Elborn College and Thames Hall so they are commensurate with the high quality programs that operate out of the facilities
- Need to align sport and recreation facility management and programming practices with the way that the unit is modeled (i.e., one department)
- Need to increase student scholarships for high achieving undergraduate and graduate students
- Need to realize our fundraising targets for Athletic Financial Awards for student-athletes (Mustang Athletics has a \$6 Million goal, total raised to

date: \$4,416,502 or 74% of the goal (\$2,477,857 is endowed and \$1,938,645 is expendable). Recent economic conditions have been challenging

- Our OGS success (#2 at Western) will require us to raise \$264,675 annually to realize the 2 for 1 match (\$5,000 from FHS fundraising; \$10,000 from government)

Extension of our *FHS Strategic Plan*

Our *FHS Strategic (Academic) Plan* is a strong, current and embraced document. We feel that it remains highly relevant and as a strategic document, remains in complete harmony with the four aspirations outlined in the *Engaging the Future: Update on the Strategic Plan – September 2010* document.

Our intent is to embark on a formal renewal process after the University officials formally outline the criteria, priority areas and timelines from an institutional strategic plan. This will ensure that our strategic plan remains in perfect harmony with the institution's ambitions, and that it will consider the most relevant and up-to-date information available at that time.

The *FHS Strategic (Academic) Plan* challenged us to think in new and creative ways as we brought life to an inspiring blueprint for the Faculty. We carefully considered our history and our existing and emerging strengths. We also considered the current and anticipated environmental factors, both internal and external, that impacted our direction.

The Strategic Plan focuses us on our strong foundation. It acknowledges the Strengths of our Schools/Programs and calls for sustained investment in disciplinary excellence in our teaching, research and service. At the same time our strategic imperative remains to advance interdisciplinary initiatives across the Faculty.

This plan was built on strategic initiatives and progressive budget plans that have been warmly embraced and enthusiastically supported at The University of Western Ontario. It continues to commit the Faculty to delivering the best student experience among Canada's leading research-intensive universities.

The FHS Strategic Plan was designed to advance the Faculty in a number of key areas including:

- providing the best student experience;

- expanding our graduate programs, notably our doctoral programs;
- advancing research activity and results, and;
- building pride and camaraderie in the Faculty.

We focused our teaching, research and service activities around our strategic priorities. The Plan has been helpful in communicating our strategic priorities to internal (e.g., faculty, staff and students, university community) and external (e.g., prospective faculty, staff and students, other universities, community members) audiences. We developed specific, measurable and time-bound objectives so we can measure our progress towards the attainment of our strategic objectives. Because our members shared in the generation of the plan, they remain engaged and committed to its successful implementation.

We have made considerable progress in bringing the Strategic Plan to life. The solid foundation and eight pillars continue to guide our strategic directions. We are pleased to report that we have completed, or made considerable progress towards the completion of over 85% percent of the action items outlined in our Strategic Plan. We are in very good shape (strategically, fiscally, and emotionally) by design, and due to the committed efforts of our many stakeholders who are supporting our efforts. We continue to pride ourselves on being focused on our strategic priorities while keeping a keen eye on opportunities that will help us continue our accent forward.

The Faculty of Health Sciences seeks to advance our Foundational Priorities of:

- Making the Faculty of Health Sciences (FHS) a great place to work, study, learn and growth
- Realizing international prominence for each of our Schools

While we remain mindful of opportunities that emerge, we believe that the following thematic priorities should be pursued in the interim. These have been reflected in our fundraising initiatives and positioning activities with campus stakeholders, government officials and potential donors.

- Health Promotion
- Health and Aging (lifespan focus)
- Chronic Disease Prevention and Rehabilitation
- Health Human Resources
- Musculoskeletal Health

- First Nations Health
- Global Health

Our immediate campaign priorities are:

1. FHS Undergraduate and Graduate Scholarships – to effectively attract and better support the highest achieving undergraduate and graduate students, and to provide access and support to students who have the ability, but not the means to earn a degree from the Faculty of Health Sciences at The University of Western Ontario.
2. FHS Research Chair positions - linked to our strategic priorities and to advance research activity.
3. Pan University/Inter-Faculty Research and Teaching Laboratory Development/Updates – to advance research activity in the Faculty, provide our professors, postdoctoral fellows and students with state-of-the-art research and teaching laboratories, facilitate greater success for our researchers who are pursuing infrastructure and operating grants from the most prestigious foundations, granting councils and industry partners (examples for development include the Canadian Obesity Intervention Lab, the Health Promotion Knowledge Translation Laboratory, the Musculoskeletal Health Laboratory and the Chronic Disease Intervention and Management Laboratory; examples for renovation include the Canadian Centre for Activity and Aging, the International Centre for Olympic Studies, the National Centre for Audiology, the Exercise and Pregnancy Laboratory, etc.).
4. FHS Research Excellence Fund – to assist in the funding of an intense FHS postdoctoral fellow program, a visiting FHS International Scholar in Residence Program, to provide matching/institutional funds to support large foundation and granting council awards, that all help advance the research intensity and impact of our Faculty of Health Sciences.
5. FHS Facility Modernization. The Faculty of Health Sciences programs have enjoyed a long tradition of excellence. Unfortunately the buildings are showing their age and need immediate attention to be commensurate with the quality of our people and programs they deliver. Our top priorities are Thames Hall, Elborn College and the Ivey Building – Nursing)

6. FHS International Initiatives Fund – to assist FHS students who seek to enrich their education, preparation and global understanding by participating in enriching study abroad programs; to host the FHS Distinguished International Scholar-in-Residence who will help raise the international activity in, and profile of, our institution.
7. Alumni Hall is in dire need of replacement. We believe that a new Western Mustang Fieldhouse, connected to the Western Student Recreation Centre is needed to replace Alumni Hall and centralize the Sport and Recreation Services programs in the south end of the campus. Many economies of scale could be realized by connecting the building to the Centre and allowing for the seamless delivery of sport and recreation program in both facilities. We would anticipate the costs to be in the \$75M range. We would have access to government infrastructure programs, including major games funding (2015 Pan Am Games, Ontario Games) and Own the Podium Funding. In addition, we would need to take this opportunity to upgrade the outdoor playing fields used for Campus Recreation and Interuniversity Athletics programs (\$1.5M). We also need to lay field turf and enhance the lighting over the two practice fields that are east of the Western Student Recreation Centre so they can be programed later in the Fall and earlier in the Spring, and later during the Fall and Winter terms, and in doing so, increase the opportunities for our students. We believe that a community use agreement with our city would give us opportunities for accessing resources (in exchange for access at times when the Western students are not on campus).
8. Mustang Athletic Financial Awards – to allow us to compete with our sister institutions for the very best and brightest student athletes who excel in their academic studies (minimum average of 80%) and represent the University as a recruited member of a varsity sports team.

Linkages to *Update on the Strategic Plan – September 2010* and our strategic directions

As outlined above, considerable time and energy went into the development of our FHS Strategic Plan. We carefully assessed our internal and external environments, identified our strengths and challenge areas, and through a highly participatory process, and we developed a document that continues to serve us well. We continue to bring life to the plan and assess our progress at our regular Leadership Team retreats and “think tank” sessions.

We pay attention to institutional, governmental and societal signals and tweak/strengthen our strategic efforts accordingly. As a result, we will intensify

efforts in the following areas that are aligned perfectly with Western's strategic priorities.

We will:

I. Engage in a program of managed and disciplined growth at both the undergraduate and graduate areas.

Undergraduate Programs

We currently have approximately 3,200 students enrolled in our undergraduate programs. Substantial growth – without incremental resources (i.e., space/faculty/staff) will be impossible. Student interest is incredibly high. We have some of the highest application and acceptance rates, and entering averages at the University. We will continue to do our best to:

- Ensure a “best student experience” that elicits a genuine source of pride in our students who then serve as our best sources of future recruitment.
- Strategically market our undergraduate programs to prospective students, using print and electronic options (traditional and social media venues).
- Increase Year 1 intake in Kinesiology to 350 students, increase School of Health Studies Year 1 intake to 300 students in 2011-12 and 325 students in 2012-13 (assuming commensurate space is secured).
- Consider increasing enrolment in the Compressed Time Frame Program (CTF) in Nursing. The CTF Program is a high-demand program with attractive job prospects for graduates (and providing attractive post-degree options for graduates of the School of Health Studies, Kinesiology and Bachelor of Medical Science programs). This growth is conditional on gaining incremental space in the Ivey-Nursing building and increased tenured/probationary faculty and staff support.
- Continue to monitor the staffing levels that have increased to meet the increased demands of higher student numbers.

- Enrich the experiential learning opportunities in the Schools (e.g., increased international exchange opportunities and support, increased applied and service learning opportunities for students).
- Align with the international thrust of the campus and experiential learning thrust in FHS by adding new global health courses (e.g., HS 3250 – Global Health Promotion; HS 3251 Global Health Promotion Practicum; Nursing 3310 a/b Global Health and Nursing 3311 a/b/ Global Health Practicum). We will continue to explore greater numbers of experiential learning opportunities in the community.
- Re-package some of our programs and courses (i.e., increase alternative delivery components) for greater appeal (heightening advocacy and revenue generation in the process).
- Consider alternative models to the way we deliver clinical education in Nursing.
- Deploy the recently appointed FHS Alumni and Development Officer (and FHS/central officials) to increase the number and value of undergraduate student scholarships (to support both access and achievement).

Graduate Programs

As previously noted, we have grown our programs considerably over the past six years. It will be hard for us to expand further - however, as in the past, we will do all that we can to contribute. We may have some capacity to develop additional specialty areas in our professional graduate programs and possibly grow our doctoral programs with some strategic investments/incentives (e.g., combined professional-doctoral programs).

We will:

- Work hard to attract and support our doctoral students with a “best student experience” that further instils a source of Faculty/campus pride in our graduate students who then serve as our best source of future recruitment.

- Continue to monitor staffing levels which have been increased in recent times to reflect program growth.
- Increase our FHS Graduate Student Conference Travel Fund to better support students going to and presenting at conferences.
- Ready ourselves for upcoming program reviews by ensuring that potential areas of concern are identified and addressed in advance.
- Reinstigate the FHS Dean's Entrance Scholarship to attract and help support the best doctoral students (one annual award in Kinesiology, one in Nursing and one in Health and Rehabilitation Sciences).
- Re-package some of our graduate programs (i.e., increase alternative delivery components) to appeal to working health care professionals.
- Explore the addition of other professional Masters programs/specialty areas (like Manipulative Therapy and Wound Healing in Physical Therapy).
- Explore co-tutelle and study abroad/student exchange arrangements with like-minded universities.
- Expand our minimum funding guarantee to prospective students to \$21,000 for doctoral students (in 2012-13), maintain the master's level guarantee of \$10,000, and increase the support to \$6,000 for master's students with a major external award (in 2011-12).
- Have the FHS Alumni and Development Officer (and FHS/central officials) raise funds to increase the number and value of graduate student scholarships (to support both access and achievement).
- Continue to strategically and aggressively market our programs considering all social media and electronic options.

2. Maintain a "best student experience" for our undergraduate and graduate students.

We will:

- Ensure our programs meet or exceed the accreditation standards set for our professional Schools.

- Maintain close contact with our students and regularly solicit their feedback to ensure that their needs are being met.
- Increase the number of FHS courses available to our students in the School of Health Studies.
- Work hard to attract and support the best students for the “best student experience”.
- Increase the number of FHS courses that students from our sister Faculties would benefit from taking (HS 2000 - Introduction to Health Sciences – classroom and alternative delivery formats, First Nations Health, Women’s Health, Global Health, Interprofessional Health courses).
- Create teaching, learning and research opportunities in the community (e.g., satellite locations like Parkwood Hospital, Lawson, Robarts, Cherry Hill, Hand and Upper Limb Clinic, Thames Valley Children’s Centre, Middlesex-London Health Unit).
- Increase the FHS Graduate Student Conference Travel Fund to better support students presenting at conferences and help ensure a “best graduate student experience” for them.
- Focus our fundraising efforts on generating revenue to support the Ontario Graduate Scholarship Program (\$5,000 from FHS fundraising to access \$10,000 from government sources).
- Increase service learning and experiential education experiences for our students (to enrich student preparation, build contact base, enrich employment acquisition skills)
- Increase the amount of support we provide to students participating in international exchange and service learning programs.
- Expose our students to internationally renowned speakers and professors (e.g., FHS Distinguished Speaker Series, FHS International Scholar-in-Residence Program).
- Continue building upon our interdisciplinary activities. Our successful graduate program in Health & Rehabilitation Sciences has interdisciplinary

teaching and research at its core. Our SHS is undergoing a curriculum review that conceptually aligns it with the popular fields in the Health & Rehabilitation Sciences Graduate program. This will facilitate student progression, heighten and focus faculty research programs, and effectively support faculty recruitment and retention.

- Employ our FHS Grants Facilitator full time to bring our members together on interdisciplinary research teams that can compete favourably for major research grants.
- Launch a Health Sciences Knowledge Translation and Transfer Laboratory and a new joint graduate program to more effectively link the FHS and the Faculty of Information and Media Studies. A formal program brief has been submitted for approval.
- Work closely with officials in the Schulich School of Medicine & Dentistry to launch a Masters of Public Health Program (using existing course offerings and faculty expertise where possible).
- Partner with officials in the Schulich School of Medicine & Dentistry (Anatomy and Cell Biology) to creatively and effectively delivery anatomy to students at the University.
- Build on our successful IDI grant and extend our work with colleagues in the Faculty of Social Sciences, the Faculty of Arts and Humanities and other campus units to launch a comprehensive First Nations Studies program (including our interest in expanding our First Nations Health area).
- Continue discussions with the Faculty of Engineering on joint program initiatives.
- Continue to strategically and aggressively market our programs.

3. Continue to increase research capacity and productivity across the Faculty we will:

Our disciplinary and interdisciplinary graduate programs are fiercely competitive and are attracting the best and brightest students who are attracted by our research intensity and high standing in the field. Applications

outstrip demand by a wide margin. Many of our students hold prestigious provincial and national scholarships.

We are attracting outstanding professors and staff members to complement an existing strong cohort. Our researchers are competing favourably for research funds from SSHRC, NSERC, CIHR and CFI. We are also securing research funding from private funding agencies (e.g., Heart and Stroke Foundation, the Alzheimer Society of Canada, the Hearing Foundation of Canada, the Worker Safety and Insurance Board, and AUTO21). Our members are winning the most prestigious research awards the University offers (e.g., Hellmuth Award, Distinguished University Professor Awards, Faculty Scholar Awards, and Early Researcher Awards). We have added Research Chairs in the Faculty (i.e., Nurse Optimization, CRC Tier 1 - Integrative Physiology of Exercise and Health) and hope to add additional Research Chairs in the future. The FHS is at the forefront of innovation into research and education in the health sciences.

We are proud of our accomplishments to date, and even more excited about our prospects for the future. The Faculty's research performance has increased substantially. Our take in the Tri-Council competitions is fragmented across CIHR (3rd at Western); SSHRC (4th at Western) and NSERC (5th at Western).

Improving and bench marking the accuracy of data related to research activity are tasks that the staff in the Dean's Office have undertaken to demonstrate the true contribution that members of FHS make to Western's profile - locally, provincially, nationally and internationally. Our *Faculty of Health Sciences' Scholarship Report* chronicles and benchmarks the research activity in the Faculty each year. Its contents speak to the productivity and success of our researchers.

We believe that it is critical for us to continue to advance our research standing through strategic investments (e.g., increase the number of externally-funded Research Chairs, adopt an aggressive FHS postdoctoral fellowship program around our strategic priorities, maintain our FHS Tri-Council Initiative Program, maintain our FHS Deans Entrance Awards to attract and

better support the best graduate students, and benchmark the progress, and celebrate the success of our researchers.

To help us advance our research standing we will:

- Develop a Faculty of Health Sciences Strategic Research Plan (led by the Associate Dean – Scholarship).
- Continue efforts to more effectively position FHS with Research Western and other campus leaders/officials
- Continue to fund the FHS Tri Council Initiative to facilitate greater success for our members in receiving Tri-Council grants.
- Convert the FHS Research Officer to a full-time, permanent position in the Faculty.
- Institute an internal FHS postdoctoral fellowship program to support a limited number of high priority research areas led by members who may have the capacity to take more doctoral students knowing that their post-doctoral scholars will help with incremental supervision /research activities.
- Work towards the creation of three new core laboratory areas to attract and support researchers from across the campus to partner with FHS researchers. The proposed focus of these laboratories are:
 - The Canadian Obesity Intervention Laboratory
 - The Chronic Disease Management Laboratory
 - The Health Sciences Knowledge Translation and Transfer Laboratory
- Create a Health Promotion Research Pod to facilitate greater campus synergy and enhanced support for our FHS and campus researchers, post-doctoral fellows and graduate students.
- Continue to publish the annual *FHS Scholarship Report* and add a section for “Professional/Applied” publications).

- Continue to support the FHS Research Day and support similar events/activities in the Schools and programs.
 - Continue to investigate ways of building synergy and research activities across the University, with sister institutions, and with community partners.
 - Actively and strategically nominate and promote FHS researchers for major research awards.
 - Strategically assemble research teams/groups to pro-actively respond to Calls for Proposals (and anticipated Calls for Proposals) for collaborative research projects.
 - Grow the Faculty of Health Sciences Research Mentors Group to provide mentoring and feedback to Faculty of Health Sciences researchers' Tri-Council grant applications (primary focus) and other granting agency calls (secondary focus) prior to their submission to Research Western/Tri-Councils.
 - Continue to measure the percentage of collaborative (intra and inter – Faculty member) publications.
 - Increase collaborative research links across the university and with our community partners.
- 4. Implement strategic and effective faculty recruitment and retention best practices to ensure we attract and retain the very best professors and staff members possible (content for faculty retention based on suggestions offered by Enhancing the Faculty of Health Science Work Place Culture Task Force - e.g., implementation of CLEAR outlined below).**

As in the case with recruiting and retaining the best undergraduate and graduate students, we also recognize the importance of recruiting and retaining high quality faculty and staff members. We remain committed to the CLEAR principles we developed in the *FHS Strategic (Academic) Plan*.

CLEAR stands for:

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 and 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 of Health Sciences. This consists of being positive, honest and supportive, and utilizes good communication, recognition, and a team approach.

Expectations: People in the Faculty of Health Sciences 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.

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 co-workers, and allows all voices to be heard and considered. We will respect and welcome diversity of opinion.

We will continue to:

- Ensure leadership development/succession programs to develop leaders and ensure sustained program prosperity.
- Advance communications through personal interactions, and through electronic outlets (e.g., Blogs, Dean's Updates, Director Updates/Newsletters, Council meeting reports) so we can maximize communications across the faculty and within the Schools/ Programs.
- Continue to offer an annual Staff Appreciation Reception to recognize the day-to-day contributions of our staff members.

- Continue to offer teaching, research, and service awards in the Faculty to ensure that our members achievements are recognized.
 - Heighten our activities to ensure that our members are nominated and have competitive nomination packages for internal and external awards and the recognition that they richly deserve.
 - 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.
 - Continue to offer professional development programs for our full and part-time members.
 - Address building and environment improvements (e.g., function, cleanliness and aesthetics) to improve the quality of our physical environment.
 - Ensure that there are sufficient support programs in place to help faculty and staff members maximize their abilities.
- 5. Advance our international activities to attract and serve international students, expose our students to enriching international exchange opportunities, launch our recently approved global health course, support greater international research partnerships, and expand our service outreach to the global community.**

While we focussed most of our energy internally and domestically over the past six years, (i.e., leadership recruitment and development, graduate student recruitment, recruiting the best undergraduate students, advancing our research activities via the Tri Councils, building pride, brand and excitement in the Faculty), we have also been an active contributor in the area of international activities. According to campus officials responsible for this portfolio, our FHS International Initiatives Committee has helped establish the Faculty as one of the leading academic units on the campus when it comes to the matter of internationalization.

Given the escalating importance that this area has on our campus, we intend to intensify our efforts in this area. For example, we have already advanced our international activities in several program areas as outlined below:

- Two inter-disciplinary global health promotion courses have been developed, approved and launched as regular courses offerings in the Faculty (i.e., Health Sciences 3250F/G Global Health Promotion and Health Sciences 3251F/G Global Health Promotion Practicum; Nursing 3310A Global Health and Nursing 3311A Global Health Practicum [effective, September 2014]).
- Global clinical placements in the professional schools have been developed to provide students with clinical educational experiences and global health knowledge that they would not otherwise gain.
- Study abroad courses have been developed and launched (e.g., France cycling course led by President Emeritus Davenport and the Cuba Sport Study course launched in Kinesiology).

We have heightened our activity in this area by:

- Increasing the number of formal student and faculty exchange programs and increased the number of students participating in international exchange programs.
- Adding several international clinical education experiences are transpiring in places like Peru, Chile, Ireland, the United States, Scotland and South Africa.
- Advancing exchange/research collaboration agreements are being discussed with the following institutions:
 - Queen Margaret University (Scotland)- Occupational Therapy
 - Superior Institute for Physical Culture, University of Havana, Holguin University and the National Institute for Sport, Physical Education and Recreation-INDER (Cuba)
 - University of Konstanz (Germany)
 - Qingdao University (China)
 - Russian State University for Physical Education, Sport and Tourism (Russia)
 - Universite de la Mediterranee (Aix-Marseille II, France)
 - Peking University (China)
 - Universidad Politecnica de Madrid (Spain)
 - McQuarrie University (Australia)

- Victoria University (Australia)
- German Sport University (Germany)

The FHS International Initiatives Committee was developed to advance international activities in the Faculty. The Committee also oversees the FHS Study Abroad Support Fund, a program (\$25,000/year) designed to provide financial assistance to undergraduate and graduate students engaged in academic study and/or practice education placements in an international setting. The fund will double over the next two years which will allow us to support more students and provide higher levels of support. We have approximately 120 FHS students participating in an international exchange program on an annual basis.

To be eligible for funding, the student experience must be part of an academic course, a research or research lab placement, or a practice education placement. Supported activities include academic exchanges (6), clinical placements (10), course component (18) and fieldwork courses (25).

6. **Diversify our income and manage our budgets carefully in anticipation of tighter financial times ahead. We will also attain fiscal balance by managed program growth, implementation of appropriate student and tuition fees, the implementation of alternative delivery models of our programs, sustained alumni and development initiatives, and ensuring the efficient delivery of our curricula.**
 - Enhance the alternative delivery of our programs and classes to better appeal to prospect student needs.
 - Ensure that there is a balanced set of course offering/options available to students when they are on campus.
 - Institute a FHS class scheduling policy (e.g., 1 hour undergraduate classes meet on Monday, Wednesday and Friday; 1.5 hour undergraduate classes meet on Tuesdays and Thursdays; 3 hour undergraduate classes meet once per week after 5:00 p.m.). This will ensure that our students are offered greater course choice and accessibility, while allowing us to maximize our resources.
 - Consider some modifications to improve the effectiveness and efficiency levels in the way we deliver clinical education across the Faculty.

- Institute a FHS scheduling policy that requires graduate classes to be a minimum of five students (i.e., low enrolment courses should be rotated each year or taken as an independent study class). The School Directors/Program Chair of the Health and Rehabilitation Sciences Program can petition the Dean for a waiver in exceptional circumstances.
 - Institute a FHS scheduling policy that requires undergraduate classes to be a minimum of 15 students (i.e., low enrolment courses should be rotated each year or taken as an independent study class). The School Directors can petition the Dean for a waiver in exceptional circumstances.
 - Increase the entering class size of Kinesiology to 350 students, SHS to 300 in 2011-12 and 325 in 2012-13 and beyond, and increase the Nursing CTF program – moderately at this point, but extensively if provided with sufficient space in the Ivey-Nursing Building and resources (that we cost-share).
 - Work towards the implementation of a consistent undergraduate student fee in the FHS (\$100/year) for enrichment purposes. This would mean that the SHS would need to institute this fee, and Nursing would need to raise their fee by \$25.00/year.
 - Implement a tuition fee increase from 4% to 8% in the Rehab Sector Schools (with the additional income being returned to the Schools for student/program enrichment purposes).
 - Continue to advance our fundraising and alumni relations success through the activities of the FHS Alumni and Development Officer. We need to secure additional resources (campus and community) to increase the size Faculty of Health Sciences Scholarships and Bursaries to help attract and more effectively support the best students.
7. Maintain a high level of community engagement (e.g., research links to Parkwood, Cherry Hill, Hand and Upper Limb Clinic, LHSC and St. Josephs' Health Care, Robarts, Lawson), our outreach activities (e.g., Mustang Athletics, Canadian Centre for Activity and Aging, H.A Leeper Speech and Hearing Clinic, Campus Recreation, FHS Distinguished

Lecture Series, Summer Aboriginal Student Science Camps, Health Sciences Discovery Days) and our community leadership (e.g., Make a Wish, United Way, LIT, Middlesex-London *in motion*). We are also in the early stages of developing an Academic Health Sciences Network (FHS, SSM&D, LHSC, SJHC and Fanshawe College) to facilitate a higher level of integrated teaching, research and patient care.

Summary

The Faculty of Health Sciences has taken its rightful place among the leading Faculties at Western. We are especially proud of the quality of our incoming students, and we pay particular attention to ensuring that they are satisfied with their program of choice. The fact that some of these students are also some of the brightest to enter Western is a tremendous bonus, both for our programs and for their fellow students. While almost half of the incoming class will be assured an admission scholarship because of grades in excess of 85%, many of our brightest students demonstrate their significant potential as part of the University's National Scholarship 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.

We believe that the pursuit of the above objectives is entirely consistent with the strategic direction we mapped out in our initially strategic plan. The activities outlined in this "extension document" will help us maintain our momentum as well as give us sufficient time and information to develop a more comprehensive, ground-up strategic document that aligns with stated campus priorities and external opportunities that will help take the FHS to even greater heights.