Faculty of
Health Sciences
Strategic (Academic) Plan
2014 and Beyond
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As approved by a special meeting of the Faculty of Health Sciences’ Faculty Council (November 7, 2014).

Motion: Mary-Anne Andrusyszyn/Karen Danylchuk: That the Faculty of Health Sciences Strategic (Academic) Plan: 2014 and Beyond, be approved.

Unanimously Approved
Context and Foundation

In 2014, Western’s Achieving Excellence on the World Stage Strategic Plan was approved by the University Senate and the University Board of Directors. The plan calls for Western to raise its institutional performance and profile to assume its rightful place as a leader amongst the best universities in the world. It is bold, ambitious, and directional, as it should be.

The University Plan delineates four strategic priorities:

1. Leading in Learning: Provide Canada’s Best Education for Tomorrow’s Global Leaders
2. Raising Our Expectations: Create a World-Class Research and Scholarship Culture
3. Reaching Beyond Campus: Engage Alumni, Community, Institutional and International Partners
4. Taking Charge of Our Destiny: Generate and Invest New Resources in Support of Excellence

The Faculty of Health Sciences embraces these strategic priorities and our stakeholders are committed to adopting them in the foundation of our new Strategic Plan. In fact, they have served as the foundation of our strategic direction for some time.

The Faculty of Health Sciences is a large, diverse, and comprehensive unit, comprised of six Schools (Nursing, Kinesiology, Health Studies, Physical Therapy, Occupational Therapy, Communication Sciences and Disorders), a large Interdisciplinary Graduate Program in Health and Rehabilitation Sciences, three Research Centres (the Canadian Centre for Activity and Aging, the International Centre for Olympic Studies, and the National Centre for Audiology), Mustang Athletics (38 varsity teams) and Campus Recreation. The Faculty boasts more than 3,200 undergraduate students and more than 800 graduate students (200 PhD students). The Faculty, formed in 1997 with the amalgamation of three large autonomous Faculties, is composed of both professional and disciplinary Schools and members who specialize in either the social or bio-physical sciences. We also have significant community outreach given the focus of the programs in the Faculty, our clinics, Mustang Athletics and our campus and community recreation programs.

We are an academic unit that has assumed its rightful place as a progressive and leading Faculty at Western. We have built strong and effective networks with all three levels of government and our community. Our alumni are also actively engaged and helping us advance our strategic priorities. We have secured substantial government and private support for the Faculty. We have forged strong inter-Faculty linkages and partnerships, and these relationships have led to increased synergy and joint programs. Our programs are the destination of choice for the best and brightest students. Moreover, our students are highly satisfied with their Western experience.
Our foundation is strong and will serve as the springboard for continued growth and prosperity. Over the past 10 years, and in complete harmony with the aims of Western’s Achieving Excellence on the World Stage Strategic Plan, we have:

**Been the Destination of Choice for the Best and Brightest Students**

We are the destination of choice for the best and brightest students as evidenced on many scales. Our programs garner high praise in both internal and external program assessments. Applications to our programs outstrip acceptances by a 10:1 margin, and 20:1 in the case of the School of Physical Therapy and the School of Occupational Therapy. We have added a new School of Health Studies and significantly expanded graduate enrolments (and were pleased to receive news that incoming averages rose and external student satisfaction measures were very positive). Interest in our on- and off-campus recruiting events is exceptionally strong. Our students are earning some of the top academic scholarships in the academy. We have established new high watermarks in the number of National, President’s and Vanier Scholarship recipients. In 2014, one of our students earned a Rhodes Scholarship. We have also contributed to the experience of other Western students through significant advancements in Mustang Athletics and Campus Recreation, including, but not limited to, the restoration of funding for previously unfunded teams, the introduction of Athletic Financial Awards, and the creation of the new Western Student Recreation Centre and the Alumni Fields (i.e., synthetic turf).

However, we know we can’t stand still. Amongst other things, we must continue to maintain a razor-sharp focus for our programs and the methods through which they are developed, promoted and delivered. We need to ensure that our students are exposed to the best professors, and taught in high quality teaching and research facilities. We must expand experiential and international learning opportunities in some of our Schools to ensure that our programs prepare students for global leadership. We need to expand the use of alternative delivery, simulation, and technology where appropriate as well as create greater inter-Faculty and community linkages that heighten the breadth and quality of the learning experience for our students.

**Advanced Research**

Significant investments in support of research have paid handsome dividends for the Faculty over the past 10 years. The creation of an Associate Dean Research, the appointment of the FHS Research Officer, the creation of core laboratory facilities to support our members, and targeted investment in programs like our FHS Tri-Council Initiative have proven to be effective. Regular reviews of our research performance (i.e., publication of/benchmarks in our annual FHS Scholarship Report) clearly indicate our upward trajectories in our publication rates, impact ratings, grant procurement and research leadership. The addition of endowed, institutional, and Canada Research Chairs bode well for future prosperity.

However, the Faculty and the University need to do more. We must continue to actively pursue and secure Research Chairs like we have with the Arthur Labatt Family Nursing Research Chair in Health Human Resource Optimization; the Dr. James Roth Research Chair in Musculoskeletal Health; the .5 Chair in Health Innovation and Leadership; and; the .5 Western Research Chair in Auditory Neuroscience. We are the host Faculty leading the Cluster of Research Excellence in Musculoskeletal Health that was approved in September 2014 and we are supporting, and will be potentially benefitting from links to other Cluster proposals. These initiatives will help ensure that areas of excellence within the Faculty are positioned, resourced, and advanced. We must also make strategic choices through the development of our FHS Strategic Research Plan that will clearly establish our thematic priorities and calls for greater investment. We must continue to secure Research Chairs, more industry and sister-Faculty partners, and support more Postdoctoral Fellows to help us continue to advance our research ambitions.

**Advanced International and Experiential Learning**

The Faculty has an enviable record of achievement in these areas over the past 10 years. We have an FHS International Initiatives Committee charged with advancing international teaching, learning and research activities in the Faculty. We now have 28 active international exchange agreements with institutions from 16 different countries. In professional programs with accreditation requirements that restrict student exchange we have pursued international clinical placement agreements with great success. We have launched funding support programs for our students to facilitate student mobility. We have expanded this program to now include a bursary
component to help those students who need additional assistance. We have launched an FHS International Scholar-in-Residence Program and we have successfully hosted international scholars who have contributed to the teaching and research activities of the Faculty. The University has since launched campus-wide programs like these and the Faculty is also an active player in these pan-University programs.

Experiential education is the hallmark of many FHS programs (i.e., clinical education). We appreciate that these experiences can be cost prohibitive for students who are required to relocate from the City of London and have launched a Clinical Support Program to assist students with the incremental costs of the clinical experience. We have lobbied for, and effectively deployed, government resources designed to enable these valuable experiences. As noted above, and consistent with the University mission, we have created international clinical education exchange programs and the early returns on these initiatives have been positive.

We have added internship opportunities in programs like Kinesiology and, to a lesser degree, the School of Health Studies. We believe that this is a step in the right direction. We need to invest in colleagues who will help us expand experiential learning opportunities in these two Schools and also within the interdisciplinary Graduate Program in Health and Rehabilitation Sciences. These colleagues will also ensure that these experiences are professionally strong, and governed and measured by conceptually-strong learning objectives. Our strong and emerging links with our community and industry partners should prove helpful in securing these experiential learning opportunities. Increased research opportunities for our undergraduate students and on-campus experiential learning opportunities will also be expanded through this plan.

**Controlled our Destiny through Increased Fundraising and Realized Efficiencies**

The Faculty has experienced significant success in external fundraising as evidenced by several large gifts (i.e., $5M and $10M from Arthur and Sonia Labatt; $23M for the Western Student Recreation Centre; $2M for construction of synthetic outdoor playing fields – Alumni Field and Mustang Field). We have also generated significant funds from government to support teaching and research infrastructure and other alumni/private gifts to support student scholarships. Our undergraduate students recently agreed to create the Student Opportunity Fund, which will generate significant funds targeted to enriching their experience. We have tapped incremental internal funds through strategic program expansions and, of late, engaged in the Western Cluster of Research Excellence Program. Finally, we also have been focused externally and are currently engaged in a $30M capital campaign that seeks to raise $2M annually to support Faculty priorities.

We have also assumed a campus leadership position with respect to realizing economies. In fact, Institutional Planning and Budgeting has flagged FHS as the most efficient Faculty, a particularly significant achievement given our growth and prosperity over the past decade. Our FHS Student-Centred Timetabling Policy will help ensure that our teaching resources are effectively and efficiently deployed. Our FHS Synergy and Sustainability document has laid the foundation for cross-unit teaching and support to our interdisciplinary School of Health Studies and our Graduate Program in Health and Rehabilitation Sciences. Our FHS Graduate Research Series is further evidence of the Faculty consolidating and sharing resources to heighten effectiveness and efficiency.

However, we know that times are getting tougher and we have to do more in both areas. We will expand alternative delivery to reach new cohorts of students. We will offer service courses to increase understanding of the health science areas and generate revenue for the Faculty. We will expand programs and add programs where there is opportunity and where we have, or can, build capacity. We will continue to actively pursue and secure internal and external funds to support Faculty priorities. At the same time we will increase School-based fundraising activities and initiatives. As well, we will continually evaluate operations and seek out economies in our operations. We will continue to explore program synergies where they make programmatic and economic sense.

**Made the Faculty a Great Place to Work, Study, Learn, and Grow**

We should be proud of our accomplishments in this critical area. Our strategic investments designed to bring the Faculty together and heighten workplace engagement and organizational culture have paid off – handsomely. This conclusion has been externally validated throughout the years, but most recently in the results of the WE SPEAK survey and WE ACT focus groups, a provincial survey of graduate student satisfaction and, the information garnered at our FHS WE ACT Town Hall meeting. However, we understand and appreciate the fact that this will always be a work in progress.
To that end we remain committed to offering our full range of FHS social, awards, and professional programs, all designed to bring people together to build relationships. We will maintain active and effective communications through vehicles like the Dean’s Update, Director’s Newsletters, our series of print and electronic documents, and regular State of the Faculty and Town Hall sessions. We will continue to build pride and profile in the Faculty through activities like, but not limited to, our FHS Distinguished Lecture Series and our FHS Research Day.

**Renewing our FHS Strategic Plan**

We are pleased with our progress, but we can’t stand still. We need to renew our strategic direction and develop a plan that will allow us to continue our ascent while maintaining our close alignment with the institution’s new strategic plan.

We engaged our members and sought their opinions and insights. We deployed a number of activities and processes including:

1. Feedback derived from a Faculty-wide survey.
2. Ideas generated at a FHS Director’s Strategic Planning Retreat.
3. Ideas generated at a FHS Associate Dean’s Strategic Planning Retreat.
4. Information garnered from the WE SPEAK survey and the 12 WE ACT Focus Group sessions held in the Schools with various stakeholder groups. Information was also gathered at the FHS WE ACT Town Hall meeting that was facilitated by Janet Passmore.
5. Information collected at a Strategic Planning meeting with the FHS Research Advisory Committee.
6. Information collected at a Strategic Planning meeting with the FHS Academic (Undergraduate) Counsellors.
7. Information collected at a Strategic Planning meeting with the FHS Graduate Program Chairs.
8. Information gathered from two FHS Strategic Plan Renewal Focus Group meetings.
9. Reaction from the preliminary ideas presented at one of four FHS Town Hall Meetings.
10. Reaction from stakeholders when they read the Draft Strategic Plan Document and/or participated in a special meeting of Faculty Council (Fall 2014)
11. Approval of the Document at a Fall 2014 Special Meeting of Faculty Council.

In the end, we believe we have developed a conceptually strong document that will serve the Faculty well. We will undergo a considerable change in leadership over the next two years. While we feel it is critical to ensure a strategic direction that aligns with the focus of the institutional plan, we also recognize that new leaders will bring new ideas and energy to the process. As a result, this plan, once approved, will not have an end date attached to it. The new FHS Leadership Team can use this document as an early guide, knowing that this plan is strategically aligned with the institutional plan, has the support of stakeholders, and will serve the Faculty well up until the time that the new group feels the need to develop a new Strategic Plan.

All indicators point to heightened vibrancy and health in our Faculty. We are in very good shape (strategically and emotionally) by design, due to the committed efforts of our many stakeholders who are supporting our efforts. It is clear that we remain committed to:

- Making the Faculty of Health Sciences a great place to work, study, learn and grow;
- Realizing national/international prominence for each of our Schools;
- Building research infrastructure and capacity to advance our research outcomes around our strategic disciplinary and interdisciplinary areas;
- Advancing the alternative delivery of our courses and programs/parts of programs;
- Advancing international teaching, learning and research activities;
- Diversifying our income streams/maximizing our effectiveness and efficiency, and;
- Always looking ahead.
While we have made sustained and substantial progress as a Faculty, we know it is not a time for us to stand still. We have demonstrated that we wish to do quite the opposite, in a coherent and strategic manner. We know we are well-positioned to continually and significantly advance the Faculty and University. The time is right to develop our new Faculty of Health Sciences Strategic Plan.

Strategic Priorities

Our five strategic priorities consist of short-term, medium-term and long-term initiatives, which will be used to benchmark our progress and success.

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<thead>
<tr>
<th>Timelines for Implementation/Completion</th>
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<tr>
<td><strong>Short-Term and Beyond</strong></td>
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<tr>
<td>In place within 18 months</td>
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<tr>
<td>(by December 30, 2015)</td>
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<tr>
<td><strong>Medium-Term and Beyond</strong></td>
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<tr>
<td>In place within 36 months</td>
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<tr>
<td>(by June 30, 2017)</td>
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<tr>
<td><strong>Long-Term and Beyond</strong></td>
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<tr>
<td>In place within 48 months</td>
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<td>(before June 30, 2018)</td>
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NOTE: As expected, many of the activities listed below could fall under one or more of the FHS Strategic Priorities. For example, the Student-Centered Scheduling Policy will increase student choice [Strategic Priority #1] as well as allow us to make more efficient use of our resources [Strategic Priority #4]. In the interests of brevity, we only listed activities once.

Priority #1: Heighten and Enrich the Student Experience and Prepare Graduates to be Global Leaders

The Faculty must provide an exceptional experience for our students who will spread the word to others. We need to continue to offer conceptually strong programs and offer alternative delivery options where appropriate. We need to strategically and aggressively recruit students – at student fairs, at FHS caravans, at the Ontario Universities’ Fair, and in Rehab Science Showcase events. We must also offer attractive scholarships to attract and support the best and brightest students. We need to create/support experiential and international enrichment opportunities to appeal and support the best and brightest students. Finally, we must ensure that our programs are delivered in state-of-the-art teaching and learning facilities (e.g., clinical education suite, 3D Anatomatorium, refurbished lecture theatres, FHS Interprofessional Health Education and Alternative Delivery Suite). We must ensure that the Faculty of Health Sciences is the destination of choice for prospective students and we will assess our success in a number of ways (quantity and quality of applications, awards, alumni engagement and success, clinical engagement).

Short-Term Initiatives

- Review all internal and external assessments and be assured that our undergraduate and graduate programs are current, progressive, innovative, and meet/exceed the accreditation standards (for Schools requiring accreditation).
- Explore options and opportunities for delivering the highest internally-recognized credential in our professional graduate programs (e.g., DPT, AudD, DSLP, OTD).
- Offer a Social Media and Health undergraduate class.
- Offer an Introduction to the Health Sciences course (“Highway to Health”) open to all non-FHS students at Western.

Saumya Krishna, BHSc’13
Rhodes Scholar
• Offer an Exercise and Health course open to all non-FHS students at Western.
• Offer increased experiential learning in Kinesiology and Health Studies. We will appoint a person to create placement opportunities and monitor student learning outcomes/success in these placements.
• Continue to partner with Parkwood Hospital (Aging, Rehabilitation, Geriatric Centre), the Thames Valley Children’s Centre, Middlesex London Health Unit, and other SouthWestern Academic Health Network (SWAHN) partners to create experiential learning, research and professional development experiences for our undergraduate and graduate students.
• Explore the development of a state-of-the-art Interprofessional Health Clinic in the new building adjacent to the Arthur and Sonia Labatt Health Sciences Building.
• Continue to partner with our sister Faculties to create teaching and learning opportunities (e.g., Women’s Health, Health Innovation and Leadership, Public Health, Health Economics, Health Law).
• Reinvigorate our activities related to First Nations Health and supporting First Nations students (e.g., set aside seats, counselling and support program, mentoring, promotion, outreach, sport and exercise).
• Articulate and publicize the learning outcomes for all FHS undergraduate and graduate programs.
• Maintain the FHS Teaching Awards Committee to nominate and strategically position deserving FHS members for internal and external teaching awards.
• Continue to assume a leadership positon in Interprofessional Health Education and Research, support and expand the IPE Clinics in the community (creating education and research opportunities for our students and faculty members) and maintain support for the Office of Interprofessional Health Education and Research.
• Ensure a balanced set of course offering/options is available to students when they are on campus.
• Fully implement the Faculty of Health Sciences Student-Centred Scheduling Policy for our undergraduate classes (i.e., hour classes on Monday-Wednesday-Friday; 1.5 hour classes on Tuesday and Thursday; three-hour blocks late afternoon and evenings) to ensure students have optimal course selection options.
• Maintain graduate course minimums of five students (rare exceptions excluded) to ensure students have meaningful discussion groups and interactions with other graduate students.
• Expand alternative delivery/increase deployment of technology in our undergraduate and graduate programs.
• Support faculty and staff members through the deployment of the FHS Alternative Delivery Specialist and the activities of the FHS Alternative Delivery Committee.
• Continue to strategically promote our programs considering and implementing the latest research findings in marketing, student recruitment and social media.
• Maintain the FHS Student Success Program for our undergraduate students.
• Create a Health Innovation and Leadership field in the Graduate Program in Health and Rehabilitation Sciences.
• Expand the FHS Student Success Program to our graduate students.
• Continue to support academic and athletic excellence by hosting the Western Academic All-Canadian Luncheon.
• Launch a series of professional development programs for our graduate students (e.g., securing an academic position, embarking on a postdoctoral fellowship, careers outside higher education).
• Secure additional professors through success in the Western Cluster of Research Excellence Program.
• Fully implement HUGO (electronic Patient Record System) in our simulated clinical facilities to ensure that our students on clinical placements/graduates in their careers are fully prepared and aligned with developments in the clinical community.
• Create Orientation Week support and information programs and deliver them in an electronic format to upper-year undergraduate students.
Short-Term Initiatives continued

• Engage Libraries to a higher degree as partners supporting student success.
• Leverage the full potential of administrative staff as partners in learning success.
• Continue to engage our student leaders and elected officers as partners in the direction and activities of the Faculty.
• Continue to be a campus leader in supporting initiatives related to the Accessibility for Ontarians with Disabilities Act (AODA) and provide students with resources/supports necessary for success.

Medium-Term Initiatives

• Expand our graduate program from 17% of our undergraduate student population to 22% (880 students) of our undergraduate student population.

• Explore expansion of professional graduate programs in Physical Therapy, Occupational Therapy and Speech-Language Pathology to Windsor. Create a cohort of Windsor-entry students using the Windsor-based Schulich facilities and alternative delivery options available through our alternative delivery teaching centres (enrolment of 20 in each of the three programs; clinical placements in the Windsor-Essex and Chatham-Kent region).

• Explore international professional graduate programs in Physical Therapy, Occupational Therapy, Speech-Language Pathology and Audiology, including clinical placements in home country, intensives and alternative delivery vehicles.

• Have 35 students enrolled in a graduate-level Clinical Kinesiology Program.

• Have 35 students enrolled in a graduate-level Nurse Practitioner Program.

• Launch a Master’s Program in Health Care Leadership (on an alternative delivery platform in partnership with the Ivey Business School and the Schulich School of Medicine & Dentistry (projected enrollment of 30 in 2017 and 50 in 2019).

• Increase MCISc enrolments by 50 students (e.g., Manipulative Therapy, Wound Healing, Concussion Care and Treatment, Driving Rehabilitation, Swallowing) and by 70 students by 2017.

• Create an alternative entry for 10% of the entering class to the Arthur Labatt Family School of Nursing (e.g., minimum University entrance average; profile document, interview).

• Create an alternative entry for 10% of the entering classes to the Rehab Sector programs (e.g., establish a high minimum undergraduate entrance average; profile document, interview).

• Launch an undergraduate course in Global Perspectives on Health and Health Care (for FHS Students).

• Add an interdisciplinary Global Health field to the Graduate Program in Health and Rehabilitation Sciences (emphasis on Health Promotion/Health Policy).

• Offer the Global Health field in an alternative format as well for students outside Western.

• Launch an undergraduate course in Global Perspectives on Health and Health Care for Western (non-FHS Students).

• Launch and undergraduate/graduate course in Health Care Leadership.

• Launch a Health Care Leadership/Management Certificate Program geared to Western alumni, Western Clinical instructors and current graduate students (using traditional and alternative delivery vehicles).

• Explore new joint degree programs (e.g., business and health – DPT/MBA; MPH/MSc(OT).

• Add a new slash course – senior elective/graduate course entitled FHS Incubator to Industry.

• Offer some FHS intersession courses in an intense format and with an experiential/international enrichment in an international country (e.g., SHS course on Health Policy/Health Promotion in Geneva Switzerland; join other Western faculties in offering intense intersession courses in Hong Kong).
Medium-Term Initiatives continued

- Under the leadership of the Associate Dean – Undergraduate, the Associate Dean – Graduate and Postdoctoral Programs, the FHS Alternative Delivery Specialist, and the FHS Alternative Delivery Committee – develop an FHS Alternative Delivery Strategic Plan that outlines targets for delivering more FHS courses, program and parts thereof in alternative delivery formats. The strategic plan will also include a plan for designing and utilizing the new alternative delivery classroom suites in the new Nursing structure.
- Explore the joint delivery of courses/expertise with like-minded programs/faculties from other Universities.
- Ensure the development of an FHS Alternative Delivery Teaching and Learning Classroom to support an expanded alternative delivery menu of FHS courses (especially in the new Nursing Building and in the Arthur and Sonia Labatt Health Sciences Building).
- Launch a certificate program in our professional programs and for our alumni (e.g., leadership, management, marketing and legal issues, entrepreneurial issues).

Long-Term Initiatives

- Expand our graduate program from 22% of our undergraduate student population to 25% (1,000) of our undergraduate student population.
- Have 50 students enrolled in a graduate-level Clinical Kinesiology Program.
- Have 50 students enrolled in a graduate-level Nurse Practitioner Program.

Priority #2: Advance Research and Scholarship

Heightening research activity in the Faculty has been a high priority for us, and the fruits of our labours are being realized. In 2013-14 we had 332 active research grants (up 24.3% since 2006-07), had annual research expenditures of $6.22M and we realized publication rates of 3.5 articles/member/year (up from 2.4 in 2006-07). This growth trend must continue as the Faculty and our institution both aspire to become preeminent research entities of international acclaim.

We have strategically invested in this important area through: the creation of an Associate Dean – Research position in the Dean’s Office; the creation of an Industry Partnership and Innovation position in the Dean’s Office; continuing to publish the FHS Annual Scholarship Report to chronicle and measure research outcomes; maintaining the FHS Tri-Council Initiative to facilitate greater activity and success amongst our researchers; hiring a FHS Research Coordinator to support our researchers; creating new core laboratory facilities like the FHS Qualitative Research Laboratory and the FHS Health Promotion Laboratory to support our researchers; establishing our FHS Research Proposal/Team Development Fund; and hosting FHS Research Success Celebrations.

Short-Term Initiatives

- Develop an FHS Strategic Research Plan. Once created and approved, we will re-institute the FHS Postdoctoral Program and the FHS Team Grant program to help advance current and emerging areas of strength.
- Continue to be active participants in Western’s Cluster of Research Excellence Program. We will lead the Cluster proposal for Musculoskeletal Health and we are active participants in the Cluster proposals for Building Stronger Societies, and Leadership. We will also explore ways of being more actively engaged in Cluster proposals in the areas of Environment and Sustainability and Big Data.
Short-Term Initiatives continued

- Continue to work with our campus and community partners and three levels of government to advance the Convergence Centre at the Research Park with an expanded Fowler-Kennedy Sport Medicine Clinic and extensive research facilities to support research in musculoskeletal health, care and treatment of concussions, simulation, and imaging.
- Create the Incubator for Health Innovation in Elborn College to facilitate innovation and entrepreneurial activities of colleagues (FHS, Engineering, SSMD, Ivey and others).
- Continue to develop core research laboratories that support current and/or emerging research areas of strength in the Faculty.
- Work with our industry partners to create clinical scientist roles for our members and create adjunct appointments for their members who have teaching/research expertise.
- Remain active in securing Endowed Western Research Chairs ($1.5M raised; 1.5M provided by Western. Chairs will be pursued in thematic areas identified in the FHS Strategic Research Plan and opportunities areas related to the focus of the Faculty.
- Maintain our FHS Tri-Council Initiative program and reinstitute the FHS Interdisciplinary Team Seed Grant Program.
- Re-build the FHS Research Excellence Fund to support CFI proposal development/provide institutional matches.
- Grow the Faculty of Health Sciences Tri-Council Program to provide mentoring and feedback to Faculty of Health Sciences members’ Tri-Council grant applications (primary focus) and other granting agency calls (secondary focus) prior to their submission to Research Western/Tri-Councils.
- Establish the FHS Research Awards Committee to ensure that our members are strategically nominated for prestigious internal and external research awards.
- Create an FHS Research Mentoring Program.
- Continue to build relationships with our sister Faculties, SWAHN, and industry partners to create/advance research and partnerships. We will pursue action research projects with community partners and attempt to secure industry-based/funded postdoctoral fellowships.
- Continue to measure the percentage of collaborative (intra- and inter-Faculty member) publications.
- Continue to publish and widely distribute the annual FHS Scholarship Report.
- Strategically promote our members for membership on the Tri-Council review panels.
- Expand FHS Research Day to a full day of activities.
- Fully implement the Faculty of Health Sciences Graduate Research Series (graduate-level research methods and data analyses courses – Quantitative Research Methods in the Health Sciences, Qualitative Research Methods in the Health Sciences, Research Design for the Health Sciences, Advanced Research Topics in Health Sciences) for all Faculty of Health Sciences graduate students.
- Formally install the Dr. James Roth Research Chair in Musculoskeletal Health.
- Install the two new Canada Research Chairs and continue to position the Faculty for more Canada Research Chairs to bolster areas of research strength in the Faculty.
- Maintain the FHS Research Advisory Committee and continue to host the FHS Research Conversations program.
- Host a series of FHS Thematic Research Think Tank sessions led by Associate Dean - Research that conclude with mandatory action plans (i.e., a nominated PI, action plan re: research plan, grant proposals, etc. Areas may include, but not limited to topics like Women’s Health, First Nations Health, Health and Aging, Child and Youth Health, Exercise and Health, Assistive Devices).
- Create the Institute for Exercise and Health (led by a Scientific Director and supported by incremental Faculty and institutional resources) to align related research laboratories and programs including the Canadian Centre for Activity and Aging, the Exercise and Pregnancy Laboratory, the Heart and Brain Health Laboratory, and the Exercise and Health Psychology Laboratory.
Short-Term Initiatives continued

- Investigate the transition of the National Centre for Audiology to the International Institute for Audiology (led by a Scientific Director and supported by incremental Faculty and institutional resources).
- Secure final approval for the Western Bone and Joint Institute.
- Create the Centre for Research on Health Equity and Social Inclusion to support an area of strength in the Faculty, support a large number of FHS and campus researchers and address a societal need.

Medium-Term Initiatives

- Offer a pan-FHS Undergraduate Research course and expand opportunities to engage our undergraduate students in research.
- Offer the Faculty of Health Sciences Graduate Research Series to the campus community.
- Appoint FHS Director of Industry Research Partnerships and Innovation and ask the leader to develop and teach the FHS Incubator to Industry class.
- Bolster relationships with industry through research conversations/retreats/focused Dragon’s Den meetings involving industry R&D leaders and FHS researchers in areas like, but not limited to: aging, mobility and health, falls prevention, swallowing, hearing, assistive devices, wound care, driving rehabilitation, etc.
- Extend our research reach/capacity by increasing involvement in both WorldDiscoveries and MITACS.
- Significantly advance our links with the Faculty of Engineering, Ivey Business School, the Schulich School of Medicine & Dentistry and WorldDiscoveries in the assistive devices and biomedical engineering areas.
- Create an FHS Research Command Centre to centralize staff members and build greater levels of communication and synergy.
- In support of advancing our research culture – fully implement the FHS Research Series for all FHS graduate programs.

Priority #3: Increase Engagement with our Alumni, Community, Institutional and International Partners

The Faculty continues to have strong participation in activities directed to, and in partnership with members of our alumni, community, and our institutional and international communities.

We have significantly advanced our international reach through the activities of our FHS International Initiatives Committee which also oversees our FHS Study Abroad Support Fund and the FHS International Scholar-in-Residence program. We have developed and launched global clinical placements in the professional schools to provide students with clinical educational experiences and global health knowledge that they would not otherwise gain. We also offer study abroad courses to our students. The Faculty now has student exchange agreements with 28 international universities from 16 countries.

The Faculty also has an active and vibrant Alumni and Development program. We host alumni outreach events (in partnership with the Schulich School of Medicine & Dentistry). We have an excellent Homecoming program. We invite alumni and friends to celebrations, honour members with honorary degrees and events to celebrate their accomplishment. We should continue to publish our Health Sciences Matters Alumni Magazine, and reach our stakeholders via social media vehicles. We need to continue to write letters of congratulation to alumni who distinguish themselves. We should continue to host the FHS Distinguished Lecture Series to raise the profile of the Faculty in the community.
The Faculty should continue to be strong and visible leaders in our community and on our campus, share best practices, assist new administrators, serve charitable organizations like the United Way and Make-a-Wish, and lead programs like InMotion, and Learning it Together (LiT).

**Short-Term Initiatives**


**Short-Term Initiatives continued**

- Maintain the FHS International Initiatives Committee and continue to charge the Committee with advancing international activities in the Faculty. The FHS Travel Abroad Support Program will continue but greater emphasis will be placed on having competitive applications be submitted to the campus Global Opportunities Fund and the FHS International Travel Bursary Program. We will also encourage our students to participate in Western’s Global Opportunity Fund Program.
- Maintain Dean and the FHS Alumni and Development Officer fundraising/friend-raising visits (one call day per month).
- Institute School Director and the FHS Alumni and Development Officer fundraising/friend-raising visits (one call day per Director per term).
- Maintain an active Alumni outreach program in cities where there are high numbers of FHS alumni.
- Increase the number of School-based reunions – on campus and in cities where there are high numbers of alumni and/or linked to professional conferences.
- Maintain the annual publication of the Health Sciences Matters Alumni Magazine.
- Increase the use of social media to more effectively link with alumni and community.
- Maintain a robust FHS Homecoming Program.
- Maintain the annual FHS Clinical Education Conference to support and reward our community partners.
- Maintain the annual FHS Distinguished Lecture Series.
- Expand community-based experiential learning opportunities for our students with alumni and community.
- Engage industry/community leaders in our events (e.g., advisory councils, guest lectures, FHS Research Day, FHS Scholarship Report, Health Science Magazine, joint conferences).
- Increase our engagement with the Fowler Kennedy Sport Medicine Clinic, especially in the teaching and research areas.
- Increase our outreach through our Interprofessional Health Education and Research outreach clinics and the work of the Centre for Health Equity and Social Inclusion.

**Medium-Term Initiatives**

- Reinstitute FHS clipping service and send letters of congratulations/support.
- Create a series of FHS Professional Development programs on topics like leadership, marketing, entrepreneurial topics – to fill need and engage alumni and clinical community.
**Priority #4: Increase Efficiencies and Diversify our Resource Base**

We will need incremental resources to achieve our goals. Naturally we will make cogent arguments to secure these resources through the annual budget process which has served the Faculty well in the past. However, we anticipate tighter times ahead. We must generate new sources of revenue, as well as carefully and critically analyse our operations to realize efficiencies. We pledge to do both.

**Short-Term Initiatives**

- Pursue base budget increases that repatriate our base budget and account for the double IBA assessments we endured in 2009-10 and again in 2010-11.
- Make decisions/commitments that help ensure FHS delivers quality programs, remains on a solid financial platform and can withstand anticipated government cutbacks.
- Increase fundraising activities (capital campaign goal of $30M; annual goal of $2M). The Dean and the School Directors will assume responsibility for raising incremental funds to support strategic priorities in the Faculty (i.e., scholarships, research Chairs, facility improvements, new buildings).
- Raise funds for 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 Western.
- Raise funds in support of a 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.
- Raise funds in support of 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.
- Raise funds to support research excellence (e.g., our identified research priorities – FHS Strategic Research Plan, our Institutes and Centres, new and existing Research Chairs).
- Increase the number of service courses that highlight the expertise and leadership that we have in the faculty as well as generate incremental revenue to support our operations. These high demand courses will be offered to students across the campus as well as to students from other Universities who take the courses via alternative delivery vehicles.
- Carefully monitor expenditures in clinical education, capping salary costs and deploying new models that are more cost efficient (e.g., curriculum reform, increased use of simulation, 2-1 placements, etc.)
- Increase revenue expectations in our clinics to help support core activities in the Faculty.
- Launch in-service programs that generate revenue to support core activities in the Faculty.
- Continue to be active participants in Western’s Cluster of Research Excellence Program (i.e., Musculoskeletal Health and we are active participants in the Cluster proposals for Building Stronger Societies, Leadership and future areas) as a way of securing incremental professors for the Faculty. Confirmed or potential additions include: an Exercise, Mobility and Health position in Kinesiology; a Health Economics position in the School of Health Studies; the Western Research Chair in Auditory Neuroscience in Communication Sciences and Disorders, and: the Dr. James Roth Chair in Musculoskeletal Health in Physical Therapy.
- Remain active in securing Endowed Western Research Chairs ($1.5M raised; 1.5M provided by Western) as a way of adding professors to our complement.
Short-Term Initiatives continued

- Host conferences that display and extend FHS leadership as well as generate revenue to support core FHS activities.
- Maintain and increase partnerships with community partners like Parkwood Hospital (Aging, Rehabilitation, and Geriatric Centre), the Thames Valley Children’s Centre, Middlesex London Health Unit, and other SWAHN partners to create shared faculty and postdoctoral fellowship positions in the Faculty.
- Increase partnerships with our sister Faculties to secure joint appointments like we have with Ivey (Health Innovation and Leadership), Schulich (Health Promotion), Arts and Humanities (Women’s Health) and Law (Health and Law). Opportunities exist in areas like Social Media and Health (FIMS) and Health Economics (Social Science).
- Expend our resources wisely and in mission-critical ways by having strict course and program minimums, avoiding duplications, and look to expand alternative delivery opportunities/options.
- Share staff members/appointments across the Faculty where possible and appropriate (e.g., academic counsellors, secretarial support, and experiential learning coordinator).
- Offer more pan-Faculty undergraduate and graduate courses (e.g., global health, undergraduate research methods, Graduate-level FHS Research Series).
- Continue to develop core research laboratories that support multiple numbers of research colleagues/programs in current and/or emerging areas of research strength in the Faculty.
- Efficiently and strategically deploy Teaching Assistants, Graduate Assistants and Research Assistants.
- Evaluate the efficacy and affordability of our guaranteed graduate funding commitments.
- Critically evaluate our curriculum and how we deploy our professors with a view of reducing our expenditures in limited duty appointments, and stipends. We should evaluate the possibility of adding more pan-Faculty courses/required courses into the senior years of our undergraduate programs.
- Extend a portion of the annual Internal Budget Adjustment (3%) to the Schools.
- Evaluate the incremental financial costs and emotional energy required to continue participating in the Collaborative BScN Program with Fanshawe College (if not mandated to severe relationships by the Ontario government).
- Develop a conceptually strong, efficient and mission critical human resource plan for each School. The plan will communicate a critical path for faculty and staff hiring.

Medium-Term Initiatives

- Raise funds in support of building development and renovations/upgrades, notably the construction and amenities in the new Nursing Building, the total renovation of interior of Thames Hall and the replacement of Elborn College (new Rehabilitation Science Building on the property south of the Arthur and Sonia Labatt Health Sciences Building).
- Increase enrolments in FHS Professional Master’s Programs in areas of current and emerging strength. We will expand enrolments in the existing programs and add new programs in areas like driving rehabilitation, health care leadership, swallowing, assistive devices, cardiac rehabilitation, stroke rehabilitation, child language, hand therapy.
- Expand our Rehab Sector programs to a University of Windsor campus using the Schulich School of Medicine & Dentistry infrastructure and the clinical community of Windsor and Essex County (as well as increased simulation, curriculum reform, alternative curriculum design).
- Evaluate our current structure – Rehab Sector Schools, Health and Rehabilitation Sciences/School of Health Studies.
- Upgrade the two outdoor playing fields that are east of the Arthur and Sonia Labatt Health Sciences Building and used for Kinesiology classes, Campus Recreation and Interuniversity Athletics programs.
Medium-Term Initiatives continued

• Increase Health Sciences patents, technology transfers and licenses with industry through activities in the Health Innovation Incubator.
• Create the Health Sciences Simulation Training Centre to become an international leader and training centre in simulated health education.

Long-Term Initiatives

• We must address the inadequacies of Alumni Hall. Investment in 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 student funding envelopes, government infrastructure programs, including major games funding.

Priority #5: Ensure that the Faculty of Health Sciences is a Great Place to Work, Study, Learn and Grow

FHS is a great place to work, study, learn and grow. While we are pleased with the WE SPEAK results, we know that this is always a work in progress and FHS leaders must continue to imbed strong leadership practices to heighten workplace culture.

We must ensure a focused and inspired FHS Leadership Team that continue to bring Schools/Programs together, instils a sense of pride, teamwork, and cohesion, advances synergy, and heightens communications. The next Dean needs to remain student-centred, drawing on the expertise and leadership of the students who are true partners in a special Faculty. The Faculty should continue to host achievement events, host social and professional events, host alumni events, secure and celebrate large gifts, ensure members are nominated for teaching, research and staff awards, and excite, engage and empower student leaders. FHS will be known as an academic unit that has a strong sense of unity, focus, pride, performance, and collegiality.

Short-Term Initiatives

• Host Rehab Sector staff meetings similar to the Rehab Sector Director meetings to heighten communications and maximize coordination and synergy.
• Follow up on the WE ACT focus group sessions (falling out of WE SPEAK Survey) by hosting regular great place to work, study, learn and grow focus group sessions and act upon suggestions.
• Continue to host exit interviews with departing faculty and staff members, and where appropriate act upon suggestions that may have contributed to the departure.
• Continue to host FHS and School-based social and professional events that bring colleagues together, build relationships, reinforce synergy and facilitate collaboration.
• Continue to hold bi-annual meetings with our student leaders and where possible/prudent implement their suggestions.
• Continue to create and circulate the Dean’s Update as well as the Director’s Updates.
• Create a FHS monthly Staff Newsletter – campus happenings and connections – lead by our Director of Administration.
• Continue to offer the annual Dean’s State of the Faculty Address.
• Launch a formal FHS mentoring program for faculty and staff.
Short-Term Initiatives continued

- Launch a formal FHS mentoring program for FHS Postdoctoral Fellows.
- 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.
- Continue to address building and environment improvements (e.g., function, cleanliness and aesthetics) to improve the quality of our physical environment.
- Continue to be a campus leader in supporting initiatives related to the Accessibility for Ontarians with Disabilities Act (AODA) and provide faculty/staff with resources/supports necessary for success.

Medium-Term Initiatives

- Introduce an optional FHS Last Lecture Program for our retiring professors and staff members.
- Develop an in-house leadership development program for FHS members who are in/aspire to be in leadership positions.
Summary

The Faculty of Health Sciences has taken its rightful place among the leading Faculties at Western. We are proud of our progress and accomplishments but know that university officials share our expectations for even higher levels of accomplishment. 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 this Strategic Plan aligns with our current and emerging strengths and is entirely consistent with the strategic direction of our institution. The fulfilment of this plan will help take FHS to even greater heights.

Societal realities make our Faculty an undeniable area for growth and prosperity. We are confident that a solid foundation has been laid – and the Faculty will continue to soar. We appreciate the support and encouragement that the university and general communities have provided us to support our growth and prosperity. We will continue to be the destination of choice for the world’s best and brightest minds seeking the best learning and employment experience at one of Canada’s top universities.