

# Advancing Health. Together.

Western HealthSciences

**2026-2031 STRATEGIC PLAN**




↗ Thames Hall, a historic fixture on Western University's campus.





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## Land Acknowledgement

**We acknowledge that Western University is located on the traditional lands of the Anishinaabek, Haudenosaunee, Lūnaapéewak, and Chonnonton Nations, on lands connected with the London Township and Sombra Treaties of 1796 and the Dish with One Spoon Covenant Wampum.**

With this, we respect the longstanding relationships that Indigenous Nations have to this land, as they are the original caretakers. We acknowledge historical and ongoing injustices that Indigenous Peoples (First Nations, Métis, and Inuit) endure in Canada, and we accept responsibility as a public institution to contribute toward revealing and correcting miseducation as well as renewing respectful relationships with Indigenous communities through our teaching, research, and community service.





# Introduction

**Through focused action and shared purpose, we will be positioned to be stronger, more innovative, and more engaged, fostering impactful change.**

The Faculty of Health Sciences has built a foundation of excellence in education, research, and community engagement. In recent years we have expanded our programs to match demand, strengthened partnerships, and advanced our research to deepen our impact across disciplines and communities.

Our strategic plan, *Advancing Health. Together.*, builds on that momentum. We will greaten our impact, create a culture where students, staff, and faculty thrive, and secure our place in the world, all towards our vision of a world where better health and wellbeing are experienced by all.

# At a Glance

### VISION

A world where better health and wellbeing are experienced by all.

### MISSION

We drive better health and wellbeing through research and education grounded in diverse perspectives, producing and mobilizing the knowledge to make it possible.

### VALUES

+ Compassion
+ Courage
+ Curiosity
+ Inclusion

**3rd** Largest faculty at Western | **7** Schools | **5** Research Centres

**STRATEGIC DIRECTION 1**

## Greater Impact

**Drive impact through focused investment in learning, research, and scholarship.**

- Expand resources and strengthen capacity and infrastructure
- Equip our students for the future, positioning them for success
- Scale collaborative research that drives real world impact
- Build innovative interdisciplinary and interprofessional programming

**STRATEGIC DIRECTION 2**

## People, Community, & Culture

**Create a culture where our students, staff, and faculty thrive, belong, and lead.**

- Advance equity, decolonization, and accessibility in how we teach, learn, research, and work together
- Strengthen inclusive student, staff, and faculty recruitment and retention
- Promote staff and faculty engagement, growth, and recognition
- Foster student well-being and exceptional experiences

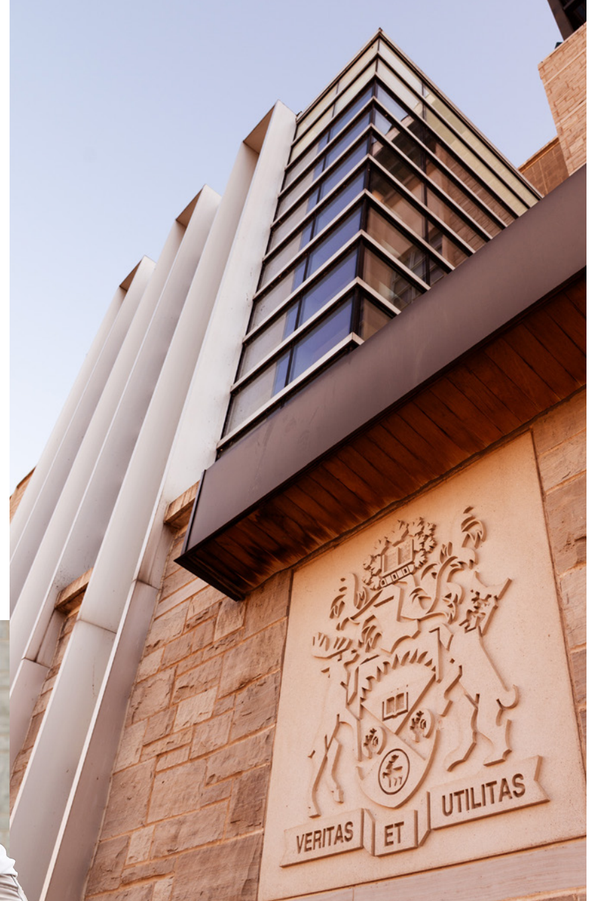
**STRATEGIC DIRECTION 3**

## Our Place in the World

**Deepen connections and influence locally and globally.**

- Work alongside local communities to advance shared priorities in health and wellbeing
- Realize sustainable partnerships that expand FHS's international reach
- Prepare students for global citizenship
- Amplify the FHS voice and narrative, within and beyond Western








# Strategic Planning Process

## Advancing Health. Together.

Western University Faculty of Health Sciences' 2026-2031 Strategic Plan (*Advancing Health. Together.*) was developed in partnership with FHS's students, staff, faculty, university administration, and partner organizations.

↖ Arthur & Sonia Labatt Health Sciences Building on Western University's campus

**Over the course of the planning process, we had more than 800 points of in-person and digital engagement through the following activities:**

- Detailed sectoral **research analysis and a review** of FHS's internal data and documents
- **Twenty-four (24)** 1-on-1 interviews with FHS and Western senior administrators and key external interest holders
- **Six (6)** focus groups with key internal interest holder groups including student leaders, the Research Centre leaders and the Equity, Diversity, Inclusion, Decolonization and Accessibility ("EDIDA") committee
- **Two (2)** digital surveys for staff, faculty, and learners resulting in responses from 240 students, 70 faculty members, 65 staff and 13 external interest holders
- **Three (3)** on-campus pop-ups to solicit student feedback
- **Three (3)** workshops with the Strategic Planning Steering Committee



**MORE THAN**

**$50M**

in total external funding awarded to projects led by FHS investigators between 2022 and 2025



**STRATEGIC DIRECTION 1**

# Greater Impact

**Drive impact through focused investment in learning, research, and scholarship.**

↖ FIMS & Nursing Building on Western University's campus



## Strategic Direction 1: Greater Impact

| Priority | 1.1 Expand resources and strengthen capacity and infrastructure | 1.2 Equip our students for the future, positioning them for success | 1.3 Scale collaborative research that drives real world impact | 1.4 Build innovative interdisciplinary and interprofessional programming |
|---|---|---|---|---|
| Goal | **1.1.1:** By 2030, realize a 25% increase in externally funded research revenue relative to 2025 | **1.2.1:** Expose 50% of FHS students to AI literacy education by the end of 2027 | **1.3.1:** Identify and structure key FHS research clusters by Fall 2026 | **1.4.1:** Launch the Western Hub for interdisciplinary/interprofessional education by the end of 2027 |
| | **1.1.2:** By 2030, achieve a 30% increase from 2025 in number of funding applications submitted to CRC-eligible Tri-Agency programs | **1.2.2:** By 2028, 50% of FHS students annually participate in at least one entrepreneurship activity | **1.3.2:** Each FHS research centre secures a new externally funded team grant by 2029 | **1.4.2:** Beginning in September 2028, all FHS students will engage in a minimum of two interdisciplinary / interprofessional education experiences during their degree |
| | **1.1.3:** Triple our physical footprint for interdisciplinary/ interprofessional learning and research capacity by January 2029 | **1.2.3:** By May 2029, attain a 30% increase from baseline in students reporting agree or strongly agree to feeling prepared for the future post-graduation | **1.3.3:** Triple the number of $1M+ team grant applications by 2028 | **1.4.3:** Beginning in 2027, annually run an interdisciplinary or interprofessional education event with Schulich |

Key insights informing the strategic direction:

i Managing growth with the appropriate talent, resources, and infrastructure is increasingly critical to sustaining excellence and impact within FHS

ii Ontario's post-secondary, healthcare and workforce are evolving, and FHS must improve its ability to respond proactively and prepare graduates for a changing healthcare and workforce landscape

iii There is growing demand from interest holders for research with demonstrable real-world impact, reinforcing the need for FHS to frame its research priorities around relevance, translation, and measurable outcomes

iv Strengthening and entrenching interdisciplinarity across FHS's education and research will enable more comprehensive academic experiences, better prepare students for workforce realities, and promote a unified identity across the Faculty's schools.

STRATEGIC DIRECTION 2

# People, Community, & Culture



**MORE THAN**

**5,000** undergraduate students and

**1,400** graduate students

enrolled in a FHS program during the 2025-2026 academic year






Create a culture where our students, staff, and faculty thrive, belong, and lead.





Strategic Direction 2: People, Community & Culture

| Priority | 2.1 Advance equity, decolonization, and accessibility in how we teach, learn, research, and work together | 2.2 Strengthen inclusive student, staff, and faculty recruitment and retention | 2.3 Promote staff and faculty engagement, growth and recognition | 2.4 Foster student well-being and exceptional experience |
|---|---|---|---|---|
| Goal | **2.1.1:** Advance TRC Calls to Action 23 and 24 across FHS by 2030 | **2.2.1:** 100% of staff and faculty from equity deserving groups are retained 24 months after joining the Faculty | **2.3.1:** At least 70% of staff and faculty feel a strong sense of belonging by 2029 | **2.4.1:** Achieve a 25% increase from baseline in students reporting strongly agree/agree to being satisfied with student support / advising by May 2029 |
| | **2.1.2:** Embed principles of equity and diversity within FHS teaching, research and leadership practices by 2030 | **2.2.2:** Match or exceed the numbers of students from equity deserving groups and those who are Indigenous identified to rates of these two groups in our community by 2030 | **2.3.2:** At least 70% of staff and faculty feel supported in career development and advancement | **2.4.2:** By 2028, 80% of students report high levels of satisfaction with the student learning experience and teaching quality |
| | **2.1.3:** 100% of FHS courses meet accessibility standard by the end of 2027 (AODA Standards) | **2.2.3:** Achieve an average retention rate for international students of 70% across FHS | **2.3.3:** At least 75% of staff and faculty feel recognized by the Faculty | **2.4.3:** Compared to baseline, achieve a 25% increase in the number of students reporting a greater sense of belonging in the Faculty by May 2029 |

Key insights informing the strategic direction:

i Equity, Diversity, Inclusion, Decolonization and Accessibility (EDIDA) remain a central priority for FHS's interest holders and requires sustained and visible commitment. Advancing diversity, accessibility, and Indigenous scholarship will demonstrate FHS's leadership in reconciliation and alignment with Western's EDIDA Strategic Plan.

ii Attracting and retaining a diverse community of students, staff, and faculty is essential to building a thriving academic environment. Strengthening FHS's recruitment and retention practices will facilitate equitable opportunities and enhance the overall excellence and resilience of FHS.

iii FHS staff and faculty report a strong sense of belonging and shared purpose. Students also recognized and valued this culture in their interactions. Protecting and nurturing this environment will be critical to maintaining morale, engagement, and institutional cohesion.

iv Student well-being, experience, and development are foundational to a thriving Faculty community. Intentional investment in student supports, experiential learning, and leadership pathways will enable students to succeed academically and contribute meaningfully beyond graduation.



**STRATEGIC DIRECTION 3**

# Our Place In the World

Deepen connections and influence locally and globally.

**MORE THAN**

**2,700**

academic, corporate, medical and government local and international research collaborations between 2022 and 2025.





## Strategic Direction 3: Our Place In The World

| Priority | 3.1 Work alongside local communities to advance shared priorities in health and wellbeing | 3.2 Realize sustainable partnerships that expand FHS's international reach | 3.3 Prepare students for global citizenship | 3.4 Amplify the FHS voice and narrative, within and beyond Western |
|---|---|---|---|---|
| **Goal** | **3.1.1:** By 2028, launch three co-designed initiatives created collaboratively with community partners that align to FHS research clusters | **3.2.1:** Signed partnership agreements with 3 new international partners spanning research and teaching by summer 2027 | **3.3.1:** By 2028 establish a $1M international experience fund to support international experiences | **3.4.1:** By 2030, achieve a top 10 QS ranking for Sports-Related Subjects and a top 50 QS ranking for Nursing |
| | **3.1.2:** 25% increase in work integrated learning opportunities for undergraduate students by September 2028 | **3.2.2:** By 2029, increase the number of papers with international co-authors by 25% over the 2025 baseline | **3.3.2:** 100% of FHS students graduate with a global experience / global micro-credential / global health case experience | **3.4.2:** Increase the News Reach of the FHS community by 15% over 3 years |
| | **3.1.3:** Achieve or exceed the percentage of preceptors at SJHC / LHSC as articulated in the University / Hospital Affiliation Agreements by September 2027 | **3.2.3:** Increase the number of funding applications with international partners by 25% over the 2025 baseline in 3 years | **3.3.3:** Achieve international student enrolment target for FHS programs – total of 15% across FHS | **3.4.3:** Increase online engagement of FHS by 10% by 2029 |

Key insights informing the strategic direction:

i FHS's research, education, and graduates generate meaningful impact across local communities. There is a strong opportunity to work more intentionally alongside community and clinical partners to advance shared priorities in health and wellbeing.

ii Deepening and formalizing strategic international partnerships will strengthen FHS's global reach, enhance collaborative research and education opportunities, and reinforce its reputation as a respected international partner.

iii As healthcare becomes increasingly interconnected and global in scope, students must be prepared to engage across cultures, systems, and borders.Expanding international learning and global engagement opportunities will help equip graduates for global citizenship.

iv While FHS contributes significantly to advancing healthcare and improving wellbeing, its impact is not always broadly visible. More coordinated communication, storytelling and narrative amplification will help elevate the Faculty's voice, strengthen its identity, and enhance its influence and reputation within and beyond Western University.



# Letter from the Dean

**At the Faculty of Health Sciences ("FHS"), we are driven by a commitment to improving health and wellbeing for everyone through research, education, and community engagement.**

This responsibility drives us to shape the future, and we are excited to respond thoughtfully to the evolving needs of our students, staff, faculty, and communities. We recognize the potential to make an even greater impact and advance the future of health and wellbeing.

Over the past academic year, FHS's Strategic Planning and Steering Committee, students, staff, faculty, and community partners came together to reflect, listen, and shape a clear and actionable path forward. Through this collective effort, we have refined our mission, vision, and values, guiding the creation of *Advancing Health. Together.*, an ambitious strategic plan that advances our work in research, education, and community partnerships.





"*Advancing Health. Together.* is not just a response, it is a roadmap to becoming a stronger, more innovative, and more engaged faculty that fosters impactful change."

As we face an ever-evolving landscape in education, healthcare, and the broader workforce, FHS is committed to embracing new opportunities and making a lasting impact. Our students expect more from us, and our staff and faculty continue to show dedication in meeting those expectations. An evolving healthcare sector faces increasing demands and challenges, including an aging population, the disruptive yet powerful force of AI, and the long-term impacts of the pandemic on healthcare professionals, among others. From these challenges comes opportunities for meaningful innovation and growth. FHS is dedicated to adapting and advancing in response to these needs, ensuring that our graduates and researchers advance health and wellbeing across all stages of life.

*Advancing Health. Together.* is not just a response, it is a roadmap to becoming a stronger, more innovative, and more engaged faculty that fosters impactful change. Grounded in our values of *compassion, curiosity, courage, and inclusion*, we will deepen our partnerships with community organizations, strengthen our areas of research expertise, and ensure our work remains relevant and responsive to the needs of our students, faculty, and the world around us. By aligning with the *Towards Western@150 Strategic Plan*, we will ensure that FHS contributes to the community that we are a part of while leading the way in health sciences research and education, continuing to make a profound and lasting difference in society.

FHS is deeply grateful for the trust placed in us by our students, staff, faculty, and community partners. Together, we look forward to bringing this plan to life and continuing to share our knowledge and expertise to shape a healthier future for all.

Sincerely,



**Shaun Boe**
Dean, Faculty of Health Sciences

Western HealthSciences

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