

MEDICINE & DENTISTRY

Vision 2025

**Health and
wellness of all**
through excellence
in education,
discovery and
clinical care



**UNIVERSITY
OF ALBERTA**



OUR VISION

Health and wellness
of all through excellence
in education, discovery,
and clinical care.

OUR MISSION

To serve the public with
social accountability
through partnerships,
leadership and innovation
in education, research
and health care.

Here in the Faculty of Medicine & Dentistry, this is our vision.
A vision that is born out of a deep and rich history.
A bold and inspiring vision for a better tomorrow:

VISION 2025

MORE THAN 100 YEARS AGO, WITH JUST A SINGLE FACULTY MEMBER, THE UNIVERSITY OF ALBERTA WELCOMED OUR FIRST STUDENTS IN MEDICINE, WITH CLASSES IN DENTISTRY SOON TO FOLLOW.

Today, the Faculty of Medicine & Dentistry is home to thousands of clinicians, scientists and learners, and includes many more health-science programs.

Time has brought many changes. The communities of a century ago could not have imagined our robust interdisciplinary health research institutes, the harnessing of artificial intelligence for precision health, or the investments in entrepreneurship that bring the work of our unrivalled researchers to the people who need it most.

We have worked closely with hundreds of committed and passionate faculty, staff, learners, alumni, and key community partners to establish our vision, mission, core values, and to set a course for our future together. Now, with **Vision 2025**, we are grounded by our roots and leading with purpose — through collaboration and partnerships, responsive education and innovation — to overcome the challenges of tomorrow and inspire our future.

The green and gold thread that pulls it all together — and lives at the heart of all we do — is the health and well-being of the people we are honoured to serve.

Together,
we will
seek out the
most pressing
**health challenges
of our time**
so that we can
create change,
overcoming
barriers to
transform
tomorrow for
communities
here and across
the globe.

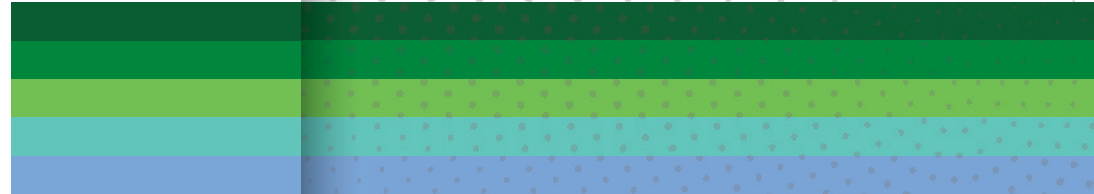
Our mandate is to Northern Alberta and beyond, through social justice, anti-racism, serving communities that continue to experience health inequities and driving research excellence.

We commit to putting the patient at the centre of everything we do.

We commit to training future leaders and health science professionals so the communities we serve can live fuller, healthier lives.

We commit to excellence in education, research and clinical care.

And with a clear focus on social accountability, we commit to work with all of you to realize equity, diversity and inclusivity throughout all of our health promoting learning and research environments.



VISION 2025 is focused on five key areas:

- 1/ Teaching and Learning
- 2/ Research and Innovation
- 3/ People
- 4/ Partnerships
- 5/ Financing



Our core values: "We Proceed"

Well-being: Committing to caring for the physical and mental health of each other and the communities we serve

Excellence: Striving for results in research, education, and clinical care for the greatest impact

PROfessionalism: Approaching all aspects of research, education, and clinical care with integrity, respect and social accountability

Curiosity and Creativity: Encouraging a culture of discovery and innovation

Engagement for Collaboration: Seeking and integrating meaningful input from each other and our partners in communities

Equity, Diversity and Inclusivity: Investing in an inclusive environment that recognizes and respects the dignity and humanity of individuals and communities



“ I’m really drawn to policy and leadership — how we operate in the bigger picture and looking towards system-wide change and innovation. I’m hoping translational health science will give me the knowledge and tools to make big change in the health-care system in Canada.



JESSE LAFONTAINE

2022 Rhodes Scholar
 MD Student
 President,
 Medical Students' Association
 Vice-president,
 Indigenous Medical and Dental
 Students' Association

UNIVERSITY OF ALBERTA
 FACULTY OF MEDICINE & DENTISTRY

Teaching and Learning

Encompasses undergraduate, graduate and post-graduate training programs (residents and fellows) as well as education scholarship, faculty development for teaching and engagement of communities

Includes learning environments (clinical settings, resources, technology, tools, supports) and learner experience with the expansion of innovative education programs

Encourages interdisciplinary and interprofessional learning

Vision for 2025:

Our diverse student population is provided with relevant, competency-based training and responsive education programs in a positive and safe environment. Our teaching faculty are engaged and satisfied with their opportunities for professional development.

The research and health-care needs of the communities we serve, particularly Rural, Indigenous and Inner City, guide our program planning.

Actions to deliver Vision 2025:

- Expand the Indigenous Health Initiatives Program to achieve significant year-to-year progress in meeting the calls of the Truth and Reconciliation Commission.
- Develop pathway programs and support at all stages of training to ensure learners reflect the diversity of the communities we serve.
- Increase bursaries and financial assistance to support under-represented learners.
- Regularly review learner feedback about curriculum, instructional delivery, and assessment so that course delivery is innovative, flexible, responsive and varied.
- Reports of mistreatment, racism, intimidation and harassment are continually addressed to ensure a safe, welcoming, and supportive learning environment.
- Ensure all teaching faculty have opportunities for participation in relevant professional and faculty development, based on the needs identified in teaching evaluations and through self-reflection.

Research and Innovation

Spanning across biomedical, health services, social, cultural, environmental and population health research

Research institutes as the research hubs working closely with departments and connecting shared infrastructure, core facilities and resources for discovery, clinical research and translation to foster a culture of innovation

Establishes priorities based on strengths, impact and expertise

Vision for 2025:

With a focus on translation of research into innovations of care and the integration of precision health and artificial intelligence in health, our culture of innovation nurtures new viable companies and brings commercial entities to market with industry partners. Our research institutes provide inclusive support to meet the needs of a robust precision health ecosystem.

Actions to deliver Vision 2025:

- Weave Precision Health into the fabric of each of the research institutes with improved clinical outcomes and research impact.
- Work with our institutes and departments to define and develop integrated approaches to recruitment, governance, shared objectives and partnerships. Institutes are established with clear sustainability plans.
- Develop and enhance incentives for research-intensive faculty, as well as supports or platforms for non-research intensive faculty and clinicians, to create opportunities for collaboration and training to enhance research and innovation.
- Define a path to innovation and commercialization through programs of apprenticeship and mentorship, with shared support from the university and external partners.





3 People

Focused on wellness for all
Recruitment renewal, retention
and engagement of both
clinical and academic faculty

Optimizing human resources
and integrating Equity,
Diversity and Inclusivity into
all facets of our teaching,
learning and research

Professional development
at all stages

Vision for 2025:

The diversity of the communities we serve (population within Central and Northern Alberta) is represented in our leaders, faculty, staff and students. Our academic and clinical faculty and staff are engaged through increased participation in teaching and continuing professional development. Effective supports for career progression are in place.

Actions to deliver VISION 2025:

- Diversity in leadership roles increased, monitoring changes with baseline metrics of recruitment and retention.
- Indigenous and rural representation and expertise incorporated within FoMD committees.
- Communicate the adoption of transparent and accountable EDI hiring practices by search and selection committees.
- Structure established for growing leader skills in building psychological safety, dealing with mistreatment, anti-racism, and well-being.



4 Partnerships

Driven to strengthening our partnerships both within and outside our campus borders, including academic institutions (provincial, national and international), health foundations, trusts, donors, alumni, and our health-care delivery partners

Focused on philanthropy, health-care delivery, Indigenous communities, alumni and innovation ecosystem

Communities of practice and learning with diverse and inclusive perspectives and stakeholders

Vision for 2025:

Our philanthropic community is championing health outcomes that benefit patients and families, accelerating impact in areas of shared strategic importance. Increased joint initiatives with health system partners provide research, education and evidence-based care and promote a learning network.

Actions to deliver Vision 2025:

- Increased initiatives and partnerships to improve Indigenous health.
- Continued engagement and identification of foundation and partners priorities which are aligned with FoMD, establishing commitments and partnerships with the philanthropic community.
- Determine collaborative interactions between university researchers and health-care delivery providers (Alberta Health Services, Strategic Clinical Networks, Alberta Health) to increase integration and active participation.
- Alumni group committed to focusing on engagement and teaching, mentorship, and support.



5 Financing

Focused on multi-year budget modeling and planning for efficient and effective management of all resources including philanthropic gifts

Vision for 2025:

Budget is sustainable with an operating budget breakdown recalibrated to 40% provincial Campus Alberta grant funding; 60% by other novel sources. International and domestic non-degree granting programs supported by a sustainable growth strategy.

Actions to deliver VISION 2025:

- Develop international student/learner partnerships.
- Financial assistance provided to students with demonstrated financial needs.
- Increased philanthropic investments in research (inclusive of team projects, endowed chairs and professorships, and funding for trainees) that align with the research and teaching priorities of FoMD.
- Increased philanthropic engagement with our research institutes, the research engines of our institution (inclusive of philanthropic naming opportunities).





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