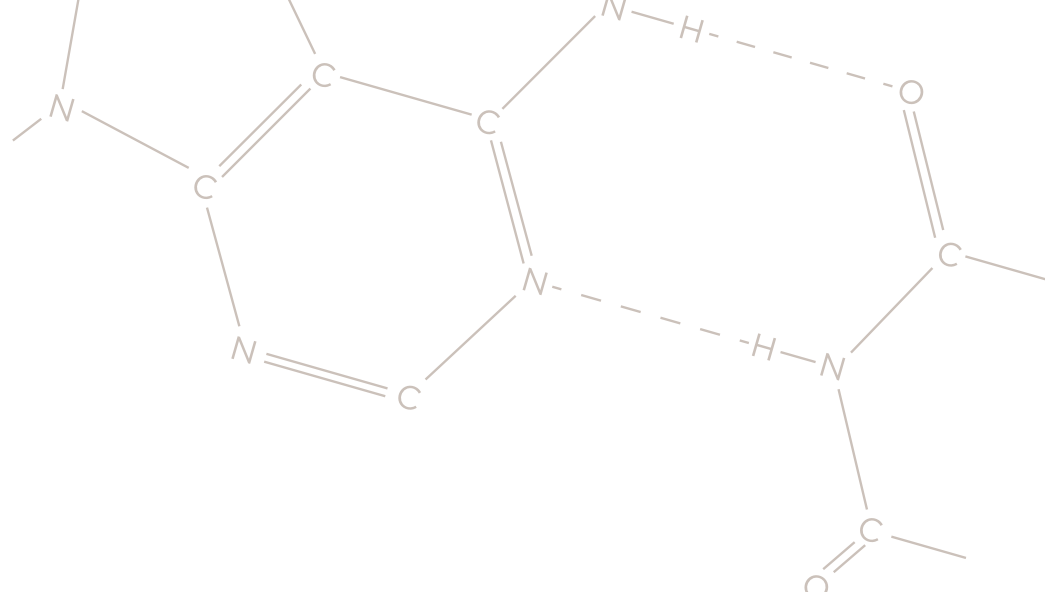


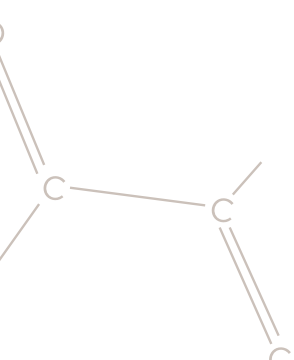
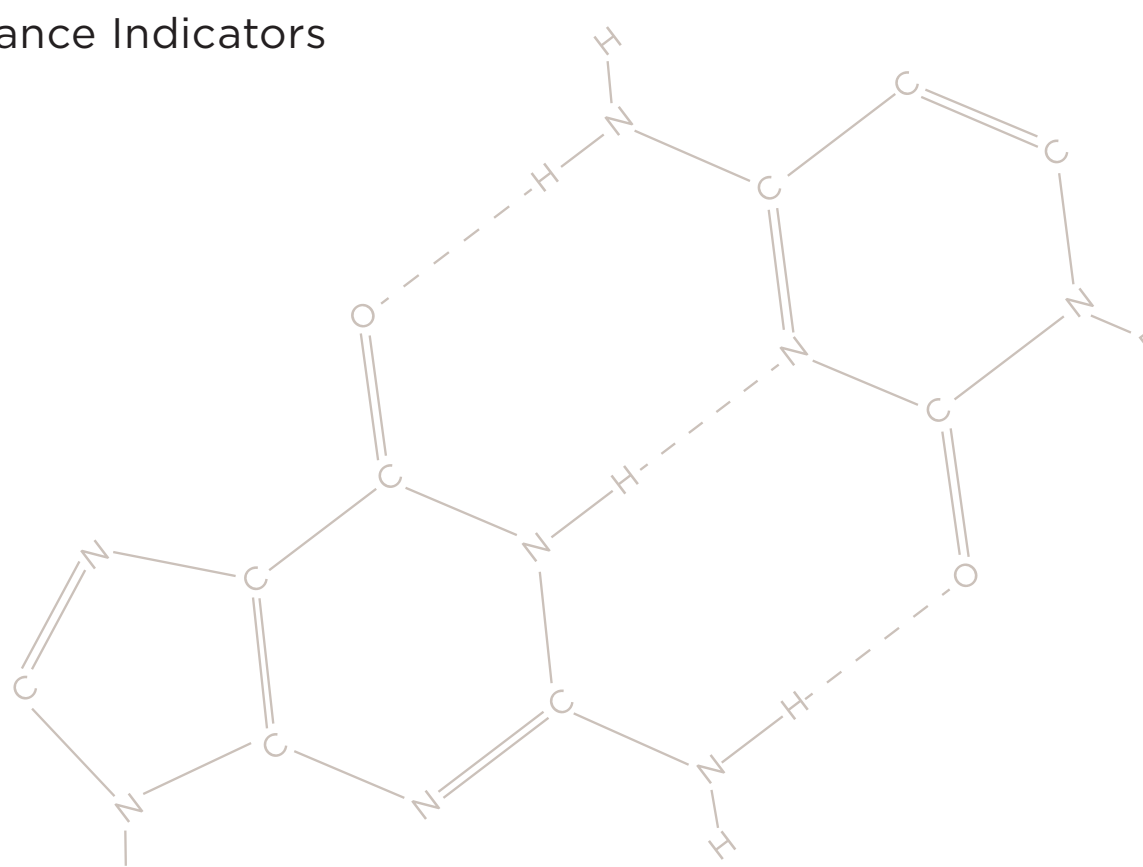


UNIVERSITY OF
CALGARY



CUMMING SCHOOL OF MEDICINE
STRATEGIC PLAN

Key Performance Indicators
2015 - 2020



Support for faculty

Strategic plan elements	Actions	KPIs	KPI Accountability
<ul style="list-style-type: none"> Support our faculty and enhance their capacity for productivity 	<ul style="list-style-type: none"> Establish a faculty wide bridge grant support program for scientists with CIHR and NSERC grants. 	<ul style="list-style-type: none"> Number of bridge grants ultimately converted into full CIHR or NSERC grants. Dollar value leveraged. 	<ul style="list-style-type: none"> Associate Dean Research - Grants
	<ul style="list-style-type: none"> Build an internal grant development and review system to enhance investigators' research competitiveness. 	<ul style="list-style-type: none"> Grants secured and papers published by supported faculty. 	<ul style="list-style-type: none"> Associate Dean Research-Grants
<ul style="list-style-type: none"> Ensure faculty renewal 	<ul style="list-style-type: none"> Implement a process to hire junior faculty with support from the Provost. 	<ul style="list-style-type: none"> Number of new faculty successfully recruited to CSM. 	<ul style="list-style-type: none"> Senior Associate Dean Research
	<ul style="list-style-type: none"> Compete for funds to support salaries for new faculty (CRCs, AIHS funds, etc). 	<ul style="list-style-type: none"> Number of successful versus failed searches. 	<ul style="list-style-type: none"> Vice Dean
	<ul style="list-style-type: none"> Timely hiring of new faculty when positions become available. 	<ul style="list-style-type: none"> Time from advertisement to arrival of new faculty member. 	<ul style="list-style-type: none"> Vice Dean
	<ul style="list-style-type: none"> Develop a Uniting Leaders Program in conjunction with community partners to include early career faculty in the community engagement process. 	<ul style="list-style-type: none"> Number of early career faculty who enroll in and successfully complete the program. 	<ul style="list-style-type: none"> Associate Dean Faculty Development
<ul style="list-style-type: none"> Provide professional development at all career stages 	<ul style="list-style-type: none"> Continue to provide and enhance faculty orientation. 	<ul style="list-style-type: none"> Numbers and types of workshops and other training events. Evaluation data on effectiveness of workshops. 	<ul style="list-style-type: none"> Associate Dean Faculty Development
	<ul style="list-style-type: none"> Clarify the alignment of activity profiles with career goals, supporting flexibility throughout careers. 	<ul style="list-style-type: none"> Monitor the activity profiles through the ARO. 	<ul style="list-style-type: none"> Associate Dean Faculty Development Office of Faculty Analysis
	<ul style="list-style-type: none"> Create a leadership development program to ensure faculty are in a position to lead. 	<ul style="list-style-type: none"> Number and range of faculty who complete leadership program with the Haskayne School of Business. Feedback on quality of HSB program. 	<ul style="list-style-type: none"> Associate Dean Faculty Development
	<ul style="list-style-type: none"> Provide external leadership development opportunities to faculty members as indicated. Track this in a database. 	<ul style="list-style-type: none"> Number and range of programs utilized. 	<ul style="list-style-type: none"> Office of Faculty Analysis
<ul style="list-style-type: none"> Build a system to provide comprehensive financial and non-financial support to grant applicants 	<ul style="list-style-type: none"> Develop a program to support investigators competing for CIHR SPOR grants (including the securing of matching funds) and similar competitions. 	<ul style="list-style-type: none"> Total amount of SPOR grant funding awarded to CSM. 	<ul style="list-style-type: none"> Associate Dean Research - Grants
<ul style="list-style-type: none"> Enhance our support for a culture that identifies, appreciates and recognizes outstanding contributions and successes. 	<ul style="list-style-type: none"> Create a catalogue of the awards available at the university and national/international levels. 	<ul style="list-style-type: none"> Increase the number of departmental, CSM, University and external awards. 	<ul style="list-style-type: none"> Director Communications Support Unit

Support for learners

Strategic plan elements	Actions	KPIs	KPI Accountabilities
<ul style="list-style-type: none"> Increase our focus on undergraduate research projects and summer studentships that take place in the community—within Calgary, across Alberta and beyond 	<ul style="list-style-type: none"> Develop urban and rural partnerships to engage BHSc and BCR students in community based scholarship and service learning. 	<ul style="list-style-type: none"> Number of urban and rural community agencies hosting our students for placement. Measure the satisfaction of students with their placements through surveys. 	<ul style="list-style-type: none"> Associate Dean Education - Undergraduate Health And Science Education
	<ul style="list-style-type: none"> Conduct a scan on international student experience. 	<ul style="list-style-type: none"> Numbers of students engaged annually in international experiences. Student satisfaction with experience. 	<ul style="list-style-type: none"> Associate Dean Strategic Partnerships and Community Engagement
	<ul style="list-style-type: none"> Support summer studentships. Promote competitions for internal and external awards to students. 	<ul style="list-style-type: none"> Number of BHSc students awarded summer research studentship awards. 	<ul style="list-style-type: none"> Associate Dean Education - Undergraduate Health And Science Education
	<ul style="list-style-type: none"> Host symposia for faculty and students to foster excellence in collaboration and integration in the CSM community. 	<ul style="list-style-type: none"> Number of students who present their work at an external forum. 	<ul style="list-style-type: none"> Associate Dean Education - Undergraduate Health And Science Education
<ul style="list-style-type: none"> Develop a competitive support program for CSM graduate students that recognizes their efforts not only as students but as valued contributors to the research enterprise 	<ul style="list-style-type: none"> Cumming School of Medicine Scholarship program was launched with the first competition in October 2015. 	<ul style="list-style-type: none"> Number of students funded through the CSM scholarship program. 	<ul style="list-style-type: none"> Associate Dean Education - Graduate Sciences Education
	<ul style="list-style-type: none"> Provide students support to be competitive for external funding. 	<ul style="list-style-type: none"> Number of students obtaining external funding. 	<ul style="list-style-type: none"> Associate Dean Education - Graduate Sciences Education
<ul style="list-style-type: none"> Find mechanisms that ensure support for postdoctoral scholars 	<ul style="list-style-type: none"> Establishment of a school wide postdoctoral funding program. 	<ul style="list-style-type: none"> Numbers of post-doctoral scholars funded in CSM. 	<ul style="list-style-type: none"> Senior Associate Dean Research
	<ul style="list-style-type: none"> Provide postdoctoral scholars support to be competitive for external funding 	<ul style="list-style-type: none"> Numbers of post-doctoral scholars securing external funding. 	<ul style="list-style-type: none"> Senior Associate Dean Research
<ul style="list-style-type: none"> Initiate a career centre and professional development program 	<ul style="list-style-type: none"> Develop a task force/committee to examine the professional development needs for our learners. 	<ul style="list-style-type: none"> Number of students attending the seminars. Satisfaction of students with workshops. 	<ul style="list-style-type: none"> Associate Dean Education - Graduate Sciences Education
	<ul style="list-style-type: none"> Develop programs and workshops available to graduate students and post doctoral fellows. 	<ul style="list-style-type: none"> Tracking/surveying students after graduation. Numbers of PDFs recruited to academic and non-academic sectors. 	<ul style="list-style-type: none"> Associate Dean Education - Graduate Sciences Education

Strategic plan elements	Actions	KPIs	KPI Accountabilities
<ul style="list-style-type: none"> Train the physicians of today to create a sustainable health system tomorrow 	<ul style="list-style-type: none"> Train successful undergraduate medical students. 	<ul style="list-style-type: none"> MCC results collected and monitored annually. Percentage of students who match into top post-graduate choices. 	<ul style="list-style-type: none"> Associate Dean Education - Undergraduate Medical Education
	<ul style="list-style-type: none"> Develop a scholarly track for physicians interested in business, policy and public health. 	<ul style="list-style-type: none"> Number of MD students enrolled in MD-MBA program. 	<ul style="list-style-type: none"> Associate Dean Education - Graduate Sciences Education
	<ul style="list-style-type: none"> Obtain further funding for Leaders in Medicine (LIM) program. 	<ul style="list-style-type: none"> Funding available for LIM program. Numbers of MD/MSc and MD/PhD students within LIM program. 	<ul style="list-style-type: none"> Associate Dean Education - Graduate Sciences Education
	<ul style="list-style-type: none"> Expand Clinician Investigator Program (CIP). 	<ul style="list-style-type: none"> Numbers of residents in CIP program. 	<ul style="list-style-type: none"> Associate Dean Education - Postgraduate Medical Education
	<ul style="list-style-type: none"> Expand distributed learning and non- tertiary clinical opportunities. 	<ul style="list-style-type: none"> Number of UME and PGME learners at distant sites. 	<ul style="list-style-type: none"> Associate Dean Education - Distributed Learning and Rural Initiatives Associate Dean Education - Postgraduate Medical Education
	<ul style="list-style-type: none"> Establish Pathways Program for medical school applicants from rural, aboriginal, and low SES backgrounds. Secure mechanism for sustainable funding. Eventual expansion of program. 	<ul style="list-style-type: none"> Increased enrollment of rural, immigrant and indigenous students. Rates of matriculation, discipline choices and practice locations of participants in Pathway program. 	<ul style="list-style-type: none"> Senior Associate Dean Education
	<ul style="list-style-type: none"> Produce physicians who meet the needs of Albertans. 	<ul style="list-style-type: none"> Percentage of students who select and are matched to family medicine. 	<ul style="list-style-type: none"> Associate Dean Education - Undergraduate Medical Education
<ul style="list-style-type: none"> Support for a culture of life-long learning by providing access to rigorous and unbiased professional development and assessment strategies for practicing physicians 	<ul style="list-style-type: none"> Ensure that physicians throughout Alberta have access to in-person and on-line programs for updates and skill development. 	<ul style="list-style-type: none"> Number of programs that are live and on-line. Numbers of registrants served through live and on-line offerings. Monitor participants satisfaction with programs. 	<ul style="list-style-type: none"> Associate Dean Education - Continuing Education and Professional Development
	<ul style="list-style-type: none"> Faculty have access to their own clinical and other data to guide their practice and identify learning needs. 	<ul style="list-style-type: none"> Number of collaborative projects with external stakeholder groups including AMA, AHS, CPSA, specialty societies, departments, divisions, and others. Specific learning outcomes data. 	<ul style="list-style-type: none"> Associate Dean Education - Continuing Education and Professional Development Physician Learning Program

Support for global health education

Strategic plan elements	Actions	KPIs	KPI Accountabilities
<ul style="list-style-type: none"> Expand our global health education program to explore more opportunities for training with underserved populations locally and globally 	<ul style="list-style-type: none"> Develop opportunities for post graduate medical education trainees to have international health experiences. 	<ul style="list-style-type: none"> Numbers of learners who take part in an international health experience. 	<ul style="list-style-type: none"> Associate Dean Strategic Partnerships and Community Engagement Associate Dean Education - Postgraduate Medical Education
	<ul style="list-style-type: none"> Increase local global health opportunities in collaboration with not-for-profit organizations and other groups. 	<ul style="list-style-type: none"> Increase the number of opportunities for learners to take part in local experiences that support global health awareness. 	<ul style="list-style-type: none"> Associate Dean Strategic Partnerships and Community Engagement Associate Dean Education - Undergraduate Medical Education
<ul style="list-style-type: none"> Offer the majority of students access to opportunities outside traditional learning environments 	<ul style="list-style-type: none"> Strengthen community and industry based opportunities for BHSc/BCR and GSE students. 	<ul style="list-style-type: none"> Numbers of opportunities created within community and industry. Satisfaction from students and sponsoring sites. 	<ul style="list-style-type: none"> Associate Dean Strategic Partnerships and Community Engagement
	<ul style="list-style-type: none"> Develop service learning opportunities for MD students. 	<ul style="list-style-type: none"> Numbers of students able to access opportunities. 	<ul style="list-style-type: none"> Associate Dean Strategic Partnerships and Community Engagement Associate Dean Education - Undergraduate Medical Education

Support for faculty as educational scholars

Strategic plan elements	Actions	KPIs	KPI Accountabilities
<ul style="list-style-type: none"> Support the sustainability of the Office of Medical Education and Scholarship to enhance our educational programs and faculty mentorship opportunities 	<ul style="list-style-type: none"> Develop a roster of approaches to support faculty as educational scholars. 	<ul style="list-style-type: none"> Number of faculty engaged in medical education scholarship. Number, range, and quality of funding opportunities for faculty to engage in medical education scholarship. 	<ul style="list-style-type: none"> Office of Health and Medical Education Scholarship
	<ul style="list-style-type: none"> Develop structures to document research grants received for educational scholarship work. 	<ul style="list-style-type: none"> Resources in place to meet OHMES strategic goals to educational scholarship work. 	<ul style="list-style-type: none"> Office of Health and Medical Education Scholarship

Support for research enterprise

Strategic plan elements	Actions	KPIs	
<ul style="list-style-type: none"> Develop the scientific platforms and cores necessary for the conduct of transformative research 	<ul style="list-style-type: none"> Western Canadian Microbiome Centre (WCMC) will provide a germ-free environment to support applied research. 	<ul style="list-style-type: none"> Number of partnerships with industry. 	<ul style="list-style-type: none"> Director Snyder Institute for Chronic Diseases
	<ul style="list-style-type: none"> Centre for Applied Health Genomics will build the technological, bioinformatics and human resource capacity to support the university and province's focus of personalized medicine. 	<ul style="list-style-type: none"> Number of publications, presentations, and patent applications arising from work carried out at the centre. 	<ul style="list-style-type: none"> Director Alberta Children's Hospital Research Institute
	<ul style="list-style-type: none"> Recruit faculty with expertise in genomics and bioinformatics. 	<ul style="list-style-type: none"> Number of trainees recruited. Number of sequences generated and analyzed. 	<ul style="list-style-type: none"> Director Alberta Children's Hospital Research Institute
	<ul style="list-style-type: none"> Provide support for large-scale sequencing projects. 	<ul style="list-style-type: none"> Grant funds that are attracted. 	<ul style="list-style-type: none"> Director Alberta Children's Hospital Research Institute
	<ul style="list-style-type: none"> Continue development of web portal resources. 	<ul style="list-style-type: none"> Number of CSM and outside investigators who utilize the facility. 	<ul style="list-style-type: none"> Senior Associate Dean Research
<ul style="list-style-type: none"> Ensure ongoing assessment and where necessary realignment of institute priorities and flexibility to invest in developing areas of scientific inquiry and clinical medicine 	<ul style="list-style-type: none"> Establishment of process/requirement for sharing of institute priorities and emerging strengths with SRC and PPC. Establish process for annual reports from institutes that outline their goals, success and platform needs. 	<ul style="list-style-type: none"> Number and quality of newly developed multi-institute platforms. Number of submitted and funded large submissions (eg CFI, SPOR, CFREF) that are multi-institute. 	<ul style="list-style-type: none"> Senior Associate Dean Research
<ul style="list-style-type: none"> Ensure ongoing support for global health research partnerships 	<ul style="list-style-type: none"> Strengthen partnerships with low and middle income countries' academic institutions and provide support to new and emerging global health research leaders. 	<ul style="list-style-type: none"> Number of research teams in collaboration with LMIC institutions (e.g., Guyana, Tanzania, etc). 	<ul style="list-style-type: none"> Associate Dean Strategic Partnerships and Community Engagement
	<ul style="list-style-type: none"> Strengthen coordination of international visiting scholars and delegations to foster research partnerships. 	<ul style="list-style-type: none"> Number of submitted and funded grant submissions to traditional and non-traditional research funding agencies (e.g. DEFATO, Grand Challenges Canada). Number of coututelle and Feasby Scholars enrolled in Masters and PhD programs. Number of international delegations, fellows and scholars provided logistical and technical support. 	<ul style="list-style-type: none"> Associate Dean Strategic Partnerships and Community Engagement

Support for IT and connectedness

Strategic plan elements	Actions	KPIs	
<ul style="list-style-type: none"> Work with the university and AHS to support IT infrastructure and big data projects 	<ul style="list-style-type: none"> Support the IT investment council with the CIO 	<ul style="list-style-type: none"> Number of health researchers and projects supported as a direct result of investment. 	<ul style="list-style-type: none"> Executive Director
	<ul style="list-style-type: none"> Work with other UCalgary faculties to support capacity for related big data projects. 	<ul style="list-style-type: none"> Innovation through creation of novel tools and services to support health research. Contribution to training in health research and clinical informatics. 	<ul style="list-style-type: none"> Executive Director
<ul style="list-style-type: none"> Establish a fund to support high risk, high return and early stage research 	<ul style="list-style-type: none"> Establishment of TORs, application and review process for High Risk Pilot studies. 	<ul style="list-style-type: none"> Number of grants awarded and converted into external research funding with emphasis on tri-council success. 	<ul style="list-style-type: none"> Executive Director
<ul style="list-style-type: none"> Support of pan-institute initiatives that strengthen CSM platforms 	<ul style="list-style-type: none"> Establishment of a process that will identify pan-institute platform needs via SRC. 	<ul style="list-style-type: none"> Recruitment of new faculty under the Precision Medicine banner. 	<ul style="list-style-type: none"> Executive Director
	<ul style="list-style-type: none"> Establishment of sustainable funding process to support pan-institute platforms. 	<ul style="list-style-type: none"> Use of platforms to support the precision medicine initiative. Incorporate new platforms developed and tested at the level of individual institutes as faculty wide platforms (i.e., institutes act as incubators). 	<ul style="list-style-type: none"> Executive Director

Support for space

Strategic plan elements	Actions	KPIs	
<ul style="list-style-type: none"> Convene a working group to examine long-term space expectations 	<ul style="list-style-type: none"> Assess the available space within the Foothills campus and how it is currently utilized. Reassignment of space which is under-utilized. Review the utilization of leased space and renewal of leases. Plan for long term space needs. 	<ul style="list-style-type: none"> On time and on budget renovations within Snyder and ACHRI. 	<ul style="list-style-type: none"> Executive Director

Support for community linkages

Strategic plan elements	Actions	KPIs	
<ul style="list-style-type: none"> Recruit an Associate Dean to the Faculty Affairs portfolio to oversee initiatives through the local to the global level Develop public engagement programs 	<ul style="list-style-type: none"> Enhance CSM partnerships locally through strategic engagement. 	<ul style="list-style-type: none"> In five years 80 per cent of the CSM Deans Advisory Board perceive the CSM as having high quality local engagement. 	<ul style="list-style-type: none"> Associate Dean Strategic Partnerships and Community Engagement
	<ul style="list-style-type: none"> Integrate community engagement into the fabric of the CSM through: <ul style="list-style-type: none"> Co-ordinating service learning opportunities with underserved populations (eg. Street CCRED, indigenous health dialogue). Participate and collaborate in integrating “social accountability” / “social responsibility” themes across the academy. Collaborate on community linkages for CSM outreach to underserved populations (eg. support pathways, indigenous health dialogue, launch “Yellow Bus”, aboriginal science outreach). Enhance meaningful partnerships with local groups and organizations, through: <ul style="list-style-type: none"> Organization and delivery of public programs. Creating a Community Engagement presence and program. 	<ul style="list-style-type: none"> Number and type of inner city partnerships. Number of CE learning resources posted. Number of CSM trainees with an experience outside traditional learning environments. Number of communities visited by the yellow bus. Number and type of programs. Number of people attending programs. Feedback from participants. 	<ul style="list-style-type: none"> Associate Dean Strategic Partnerships and Community Engagement
	<ul style="list-style-type: none"> High quality co-ordination of visiting scholars and delegations. 	<ul style="list-style-type: none"> Number of visiting scholars and delegations / satisfaction with visit. Number of new partnerships, agreements and funding streams to support community engagement and outreach activities. 	<ul style="list-style-type: none"> Associate Dean Strategic Partnerships and Community Engagement
	<ul style="list-style-type: none"> Enhance international trainee integration and success through: <ul style="list-style-type: none"> peer mentorship international trainee leadership development program alumni program 	<ul style="list-style-type: none"> Number and type of Street CCRED partners. Number of events and opportunities for international student integration Programs for international student leadership and alumni. Number and types of training events. 	<ul style="list-style-type: none"> Associate Dean Strategic Partnerships and Community Engagement

Strategic plan elements	Actions	KPIs	
<ul style="list-style-type: none"> Communicate a bold vision as a research-intensive medical school 	<ul style="list-style-type: none"> Expansion of the Dean’s Talk into rural communities. 	<ul style="list-style-type: none"> Number of Dean’s Talks in rural communities 	<ul style="list-style-type: none"> Associate Dean Strategic Partnerships and Community Engagement
	<ul style="list-style-type: none"> Enhance alignment with high priority and strategic areas. 	<ul style="list-style-type: none"> Greater presence in connectivity map of key communications partners in the four priority areas: CE, BMH, Chronic Disease, Precision Medicine. 	<ul style="list-style-type: none"> Director Communications Support Unit
	<ul style="list-style-type: none"> Strengthen digital communications. 	<ul style="list-style-type: none"> 20 per cent growth in social media reach by 2017. 	<ul style="list-style-type: none"> Director Communications Support Unit
<ul style="list-style-type: none"> Expand our Alumni Relations Office to have greater contact with our diverse and widespread alumni 	<ul style="list-style-type: none"> Collaborate with communications to develop tools to engage all diverse alumni constituencies. 	<ul style="list-style-type: none"> Update CSM alumni webpage by 2016. Increase alumni website visits by 20 per cent. Increase number of alumni featured in UCalgary Medicine and UToday. Evaluate existing and potential communications vehicles for alumni. Increase the number of alumni reached. 	<ul style="list-style-type: none"> Director Alumni Relations
	<ul style="list-style-type: none"> Improve engagement of alumni through creation of a Medicine Alumni Advisory Council. 	<ul style="list-style-type: none"> Develop Council terms of reference and engage committee members for three year terms. 	<ul style="list-style-type: none"> Director Alumni Relations
	<ul style="list-style-type: none"> Use Raiser’s Edge to increase alumni volunteer activity and track engagement. 	<ul style="list-style-type: none"> Capture 100 per cent of all volunteer activities performed on behalf of the alumni office and 50 per cent of CSM alumni volunteers (MMI, etc). Increase CSM alumni engagement by 12 per cent. 	<ul style="list-style-type: none"> Director Alumni Relations
	<ul style="list-style-type: none"> Develop a workplan to include trainees as alumni. Identify and engage CSM alumni not currently captured in the alumni audience. 	<ul style="list-style-type: none"> Establish and maintain an accurate and complete list of PGME graduates from 2000 – present. Develop programming for PGME and post-doctoral fellow alumni. Create a process to identify retrospectively and prospectively track post-doctoral fellows. 	<ul style="list-style-type: none"> Director Alumni Relations
	<ul style="list-style-type: none"> Work with fund development to identify giving opportunities that will engage our alumni. 	<ul style="list-style-type: none"> Collaborate with fund development to increase the number of new alumni donors and repeat alumni donors by 10 per cent. 	<ul style="list-style-type: none"> Director Alumni Relations

