



UNIVERSITY OF CALGARY
CUMMING SCHOOL OF MEDICINE

STRATEGIC PLAN 2025-28

Indigenous, Local and
Global Health Office

Creating the
future of

health and social equity

At a Glance

Strategic Plan 2025-28



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A message from the associate dean

Community is at the centre of our work at the Indigenous, Local and Global Health (ILGH) Office. Through thoughtful, respectful and collaborative engagement with community, we ignite change to address social and health inequities. Social accountability remains at the heart of our work; we align our education, research and service priorities with partner and community needs and interests, particularly those in marginalized settings.

In my role, I have been privileged to witness firsthand the strength of communities working together, and I have gained a deeper understanding of what effective engagement truly means. As an example, our Global Affairs Canada funded project *Healthy Adolescents and Young People (HAY!)* addressed adolescent and young people's sexual and reproductive health and rights. Implemented together with Ugandan university partners, this project engaged communities in rural Uganda, where people created the motto 'Everyone-ness,' emphasizing collective responsibility.

As a school, we are responsible for providing opportunities for our students to engage with communities and to better understand lived experiences. As future doctors, it will be their responsibility to provide equitable care and to advocate for those from equity-deserving groups. By partnering with Indigenous, local and global communities to provide learning experiences for students, we are fostering empathy, cultural humility and a deeper understanding of the social determinants of health among the next generation of health care providers.

Supporting the Cumming School of Medicine (CSM) as a champion, collaborator, facilitator and advocate for Indigenous health remains a top priority. We are committed to incorporating Indigenous perspectives at every level of the institution, ensuring that the voices of Indigenous communities guide our priorities.

The Indigenous Health Dialogue outlines the critical steps we must take to fulfill the Truth and Reconciliation Commission's (TRC) Calls to Action and serves as our roadmap.

To be genuinely socially accountable, we are supporting communities to directly shape priorities and decisions within the CSM. We are advancing the institutionalization of a model of inclusive governance, with a parallel Indigenous path. This new model establishes regular connections with Indigenous Elders and community leaders to ensure their input directly influences CSM's work.

With our partners and communities, we are committed to measuring our impact through rigorous metrics and transparent reporting, holding ourselves accountable to the communities and partners we serve. Although Indigenous, local and global health have unique focuses, our values, experiences, passion and commitment to community bring us together to accelerate the work needed to achieve health equity.



Dr. Dianne Mosher
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Associate Dean, Indigenous Local & Global Health Office



Vision & Mission



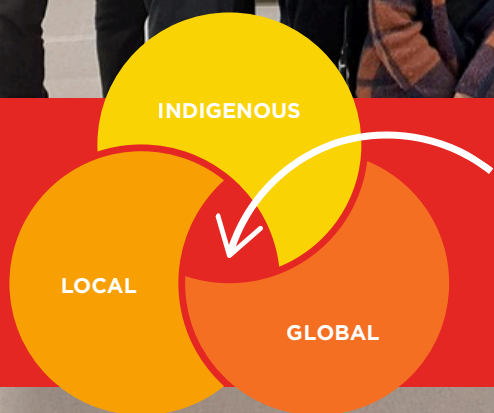
Indigenous Mural unveiled at the Cumming School of Medicine, Health Sciences Centre, as a lasting symbol of truth, reconciliation and dialogue.

VISION

Creating the future of health and social equity.

MISSION

To champion a health and social equity oriented medical school by nurturing respectful relationships with diverse communities and partners, promoting collaborative and innovative models of engagement, informing curriculum and research, and co-designing initiatives for impact.



- *Social Accountability*
- *Community Engagement & Partnerships*
- *Experiential Learning*
- *Decolonized Approaches*

Who We Are

We are a team of leaders, faculty and staff from distinct backgrounds who foster long-term, reciprocal and collaborative relationships with community and partners who have shared interests in building health and social equity. Our outward-facing office enhances social accountability by recognizing community agency and partner strengths and aligning education, research and service innovation with partner-driven priorities. We feel strongly that community engagement activities help to create more well-rounded medical students, staff and faculty here at the Cumming School of Medicine (CSM).

Our office plays a crucial role in advancing the strategic priorities of the CSM. At the ILGH Office, we engage with communities, promote reciprocity and balanced partnerships, reflect Indigenous ways of knowing, being, doing and connecting, grow community-based research and innovation, support rural healthcare expansion, and advance health and social equity.

Our Alignment with CSM 2023 Priorities

CSM Priority Principle, Objective or Strategy	Area ILGH work is helping to advance
Supporting our people and communities	<ul style="list-style-type: none"> • Cultivate belonging and engagement at all levels in our school • Improve organizational structure and processes • Engage with individuals and communities to learn from their lived experiences • Create community events which encourage individuals to share their experiences • Solicit community engagement in the co-design of educational curricula, research mandate and shaping the health ecosystem • Promote reciprocity and balanced partnerships in global health
Placing education at the core of what we do	<ul style="list-style-type: none"> • Work toward achieving a learner population that reflects our diverse communities • Attend to the learner voice and elevate the learner experience • Integrate anti-racism, anti-oppression, Indigenous content and pedagogy, and equity, diversity, inclusion and accessibility in all curricular
Enabling world class discovery science, translational and health outcomes research	<ul style="list-style-type: none"> • Grow the societal impact of research to benefit communities • Grow research revenue by 50 per cent
Committing to the Indigenous Health Dialogue	<ul style="list-style-type: none"> • Focus on engagement and advocacy with key stakeholders in shared goals of advancing Indigenous health • Promote inclusion of Indigenous people and knowledge, ensuring dismantling barriers and bias within the institution • Build Indigenous health education content and facilitation excellence across all educational units, with aim to ensuring all graduates and faculty are equipped with critical Indigenous health knowledge and skills • Foster ethical and rigorous Indigenous health research within our institution that effectively responds to community identified priorities • In collaboration with community, health systems and health research stakeholders, facilitate development of innovations of critical health care approaches and models
Striving for social justice through action on health equity	<ul style="list-style-type: none"> • Sustain and expand health and UCalgary relationships and respond to community priorities • Build capacity to recruit, support and retain learners and faculty working in social and environmental determinants of health

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We value Indigenous ways of knowing, doing, connecting and being, weaving these values through our office's core functions.

Health and social equity

We strive to create change in systems and structures to ensure everyone has the opportunity to be as healthy as possible, regardless of their background, circumstances or social factors.

Balanced and reciprocal partnerships

We strive for equitable, ethical, transparent and sustainable partnerships that foster collective learning, research and service innovation. Common goals and recognition of bilateral contributions and strengths drive partnership activities.

Decolonization and reconciliation

We recognize our role in addressing the ongoing social and institutional legacies of colonization, in Canada and globally. We are committed to renewing relationships with Indigenous peoples in Canada to create inclusive, mindful and respectful teaching, learning and research. We recognize and seek to redress power imbalances resulting from colonization that impact social and health structures globally.

Anti-oppression

We actively challenge systems of oppression and discrimination based on race, gender, sexuality, class, ability and other intersecting identities.

Global citizenship

We uphold an inclusive worldview that accepts the fundamental interconnectedness of environmental, political, social, digital and economic systems globally. We recognize our role in emulating global responsibility to the larger community.

Pluralism

We value difference, and we believe difference creates value. We aim to recognize, understand and co-create from the full spectrum of ideas, thoughts and perspectives in our midst, regardless of discipline, sector, identity, geography or ideology – without erasing our differences.

Social accountability

We are accountable to and work together in collaboration with communities and partners towards health equity. We align our education, research and service priorities with partner and community needs and priorities, particularly those in historically under-served settings.

What We Do

With partners and communities we...

Goal 1

Grow a culture that dignifies and values human difference and community strength.

We shape academic culture and learning by fostering skills, behaviours and attitudes amongst trainees, faculty and staff in pursuit of health and social equity.

Goal 2

Institutionalize community and partner-driven equity priorities through meaningful and reciprocal engagement.

We engage community and partners to set priorities and share in decision-making in pursuit of health and social equity.

Goal 3

Expand our institutional capacity to innovate and learn together.

We seek, create and undertake shared opportunities for collaborative learning, research, community service and innovation towards social and health equity through balanced Indigenous, local and global partnerships.





“This [longitudinal Community Engaged Learning] experience has taught me about valuable resources available to vulnerable patients...it underscores the importance of addressing social determinants of health, such as access to identification, in delivering comprehensive care...it fosters empathy and cultural competence by exposing students to the diverse backgrounds and experiences of the center’s clientele. Lastly, it emphasizes the significance or interdisciplinary collaboration, as the [community partner organization] operates at the intersection of healthcare, social services and community advocacy. I plan to carry these forward in my future practice.” – UME Community Engaged Learning student

How We Reach Our Goals

WE RELATE

- We establish, strengthen and sustain balanced and transparent partnerships and engagement practices.
- We facilitate inclusive governance to enhance shared priority setting and advance community and partner-driven outcomes.
- We build capacity with communities and partners in identifying shared goals, and monitoring and reporting outcomes.
- We support meaningful reconciliation of differences, attending to power imbalances.
- We foster collaborations with other units and branches of the University of Calgary to support health equity initiatives.

WE EDUCATE

- We support innovative health and social equity education capacity across the CSM.
- We facilitate experiential learning opportunities with Indigenous, local and global partners.
- We provide opportunities for mentorship, cross-cultural learning, immersive and bilateral directional knowledge exchange.
- We nurture cultural humility among CSM student, faculty and staff through community engagement.
- We support decolonization of teaching and learning within the CSM, centered on Indigenous ways of knowing.



AYS stands for "Adolescent and Young People"

How We Reach Our Goals *continued*

WE ACTIVATE

- We advance on the Truth and Reconciliation Commission Calls to Action and Indigenous Health Dialogue recommendations.
- We catalyze innovations in health research, service and knowledge exchange that are driven by shared priorities.
- We secure funding to sustain partnerships, programming and innovations.
- We advance priorities identified by communities and partners through inclusive governance structures and processes.

WE ADVOCATE

- We promote institutional policy and practice shifts that encourage shared understanding, strong relationships and co-creativity.
- We communicate, model and showcase best practices related to equitable Indigenous, local and global health programming, projects and processes.
- We coordinate networking opportunities and events to gather and energize students, faculty and staff towards Indigenous, local and global activities.
- We advocate with CSM partners for equitable hiring, promotion and tenure practices.
- We model and advocate for responsible, reciprocal, transparent and equitable immersive learning experiences.

2025-28 Strategic Priorities

- 1 Strengthen Indigenous, local and global partnerships, emphasizing balance, reciprocity and bilateral learning.
- 2 Support the Cumming School of Medicine to align education, research, service activities and resources with the health and equity priorities of the communities we serve.
- 3 Facilitate an inclusive governance model within the Cumming School of Medicine to jointly create solutions that address community priorities.
- 4 Establish an independent Indigenous Health Office to advance Indigenous sovereignty, fulfilling our commitment to the Truth and Reconciliation Commission Calls to Action.
- 5 Foster transformation and growth of learners through community engaged learning grounded in community expertise and leadership.
- 6 Pursue collaborative research and scholarship with community and partners to address social and health equity.
- 7 Showcase best practices in Indigenous, local and global engagement through model initiatives.



"[Providing students with international electives] demonstrates our commitment to producing well-rounded, socially responsible physicians who are prepared to meet global health challenges...the electives foster partnerships with international institutions, promoting academic exchange and collaborative research, which enhances the global standing of our university." - UME global health elective participant





How We Measure Impact

We measure the outputs and outcomes of our work to ensure accountability to our institution, partners and communities. This allows us to assess and adjust our work, iteratively enhancing our programming to achieve shared goals. We do this not just through numbers (quantitative data) but by describing (qualitatively) what we have achieved and the progress to date on goals.

Strengthen Indigenous, local and global partnerships

- Number and type of partnerships (Indigenous, local, global) established annually
- Duration and sustainability of partnerships (multi-year collaborations, formal agreements)
- Partner feedback on balance, reciprocity and bilateral learning (survey/interviews)

Support the CSM to align education, research and service activities with community health priorities

- Number and type of internal collaborations to align education, research and service activities with community health priorities; outcomes of engagement

Facilitate inclusive governance within Cumming School of Medicine

- Implementation of inclusive governance structures and processes
- Number and representativeness of communities included in decision-making bodies
- Policy changes, projects and/or initiatives influenced by community priorities
- Stakeholder perceptions of governance relationality
- Number of participants and educational programs in inclusive governance training (in partnership with faculty development)

Establish an independent Indigenous Health Office to advance Indigenous sovereignty

- Office establishment milestones (funding, staffing, official launch)
- Faculty-wide engagement with directions of the Indigenous Health Dialogue (community engagement and advocacy, education, research, Indigenous inclusion, service innovation)
- Programs and initiatives developed under the Indigenous Health Office
- Collaboration with Indigenous communities in decision-making and program design
- Progress on Truth and Reconciliation Calls to Action related to health and healthcare equity with Indigenous peoples

How We Measure Impact *continued*

Foster transformation and growth of learners through community engaged learning

- Number of learners participating in experiential and community engaged learning programs (electives, placements, field schools, Indigenous learning events)
- Learner self-reported outcomes (pre/post quantitative assessments, self-reflection, cultural humility)
- Community partner feedback on learner engagement and contributions

Pursue collaborative joint research and scholarship to address social and health equity

- Number of joint research/innovation projects with community and global partners
- Funding secured for collaborative research projects
- Number of peer-reviewed publications; number co-authored with community partners

Showcase best practices in Indigenous, Local and Global engagement

- Number of events/activities highlighting model initiatives (presentations, written communications and reports, conference presentations)
- Awards (nominated and/or received) for engagement initiatives, individuals or teams showcasing best practice





balanced partnership

anti-racism

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