

STANDARD 2: LEADERSHIP AND ADMINISTRATION

A medical school has a sufficient number of faculty members in leadership roles and of senior administrative staff with the skills, time, and administrative support necessary to achieve the goals of the medical education program and to ensure the functional integration of all programmatic components.

2.1 SENIOR LEADERSHIP, SENIOR ADMINISTRATIVE STAFF AND FACULTY APPOINTMENTS

The dean and those to whom the dean delegates authority (e.g., vice, associate, assistant deans), department heads, and senior administrative staff and faculty members of a medical school are appointed by, or on the authority of, the governing board of the university.

Requirement 2.1-1

The dean and those to whom the dean delegates authority (e.g., vice, associate, assistant deans), department heads, and senior administrative staff and faculty members of the medical school are appointed by, or on the authority of, the governing board of the university or by other individuals who have been given the authority to make these appointments.

- A. Provide evidence that the dean, vice, associate and assistant deans and department heads are appointed by, or on the authority of, the governing board of the university. This evidence could include a university policy or equivalent document and/or redacted letters of appointment. ***(Appendix 2.1-1 A)***

Required Appendix 2.1-1 A1 – Appointment and Reappointment of Deans Policy

Required Appendix 2.1-1 A2 - Appointment and Reappointment of Deans Procedure

Required Appendix 2.1-1 A3 – Duties, Responsibilities and Authority of Department Heads

Required Appendix 2.1-1 A4 - Recommendation for Administrative Appointment form

The Deans are normally appointed for five-year terms (renewable once) and are selected by an Advisory Selection Committee comprised of the President, Provost, 4 members elected by Faculty Council, 2 members elected by General Faculty Council, 1 member appointed by the Students' Union, and 3 members appointed by the President. Once the committee selects a successful candidate, the President recommends the appointment to the Board of Governors. The Vice-Dean and Senior Associate Deans are appointed by the Provost on the recommendation of the Dean. Associate and Assistant Deans and Department Heads are selected by search committees, with approval by the Dean and Provost. Senior administrative staff is recruited by senior leadership in the Faculty with approval by the Dean.

- B. Provide evidence that faculty members, including part-time and clinical faculty members are appointed by or on the authority of, the governing board of the university. Label and highlight the appropriate sections. ***(Appendix 2.1-1 B)***

Required Appendix 2.1-1 B – Tenure Track Appointment Letter

As per the templated offer letters, faculty members are appointed on the authority of the Board of Governors of the University of Calgary.

2.2 DEAN'S QUALIFICATIONS

The dean of a medical school is qualified by education, training, and experience to provide effective leadership in medical education, scholarly activity, patient care, and other missions of the medical school.

Requirement 2.2-1

The dean of the medical school is qualified by education, training, and experience to provide effective leadership in medical education, scholarly activity, patient care, and other missions of the medical school.

- A. Provide a one-page summary of the dean's experience and qualifications to provide leadership in each of the missions of the medical school for which the dean is responsible.

Dr. Todd Anderson was appointed CSM Dean for an initial five-year term, renewable once, effective July 1, 2022. At the time of his appointment, Dr. Anderson was a full professor (with tenure), with his primary appointment in the Department of Cardiac Sciences and a joint appointment in the Department of Medicine. Prior to being appointed as Dean, he served as the Vice-Dean for the CSM. He has previously held several leadership roles at the University of Calgary since 1994 including Department Head of Cardiac Sciences and Director of the Libin Cardiovascular Institute for a ten-year period (2009-2019). Following the completion of his medical doctorate (1985), and postgraduate education including his residency in internal medicine (1985-88), a clinical fellowship in cardiology (1988-90) and an interventional fellowship in cardiology (1990-91) at the University of Calgary, he undertook a research fellowship (1991-94) at Brigham and Women's Hospital, Harvard Medical School in Boston where he also became an instructor of medicine. He was accepted as a Fellow of the Royal College of Physicians of Canada, specialist in cardiology, in 1990. As an academic clinician-scientist with more than 25 years of practice and two decades of leadership experience, he brings a valuable patient-centred perspective and a deep understanding of the CSM's important relationships with Alberta Health Services (AHS) and Alberta Health (AH).

With his undergraduate and most of his postgraduate education taken at the University of Calgary, Dr. Anderson has deep roots in the city and the community, and he works diligently to ensure that everyone who is part of CSM can be proud of the work they do, and the contributions the school is making in education, research, and in the community. He ensures that the strong trajectory CSM has had in the past decade will continue going forward, and that the school reaches its full potential in its next chapter. He also ensures the school effectively works and collaborates with the university, along with the key units and faculties it partners with. Additionally, a significant part of Dr. Anderson's mandate as Dean is to implement effective strategies around equity, diversity, inclusion and wellness and to fulfill the school's commitments under the UCalgary ii' taa'poh'to'p Indigenous strategy.

As a health-care provider, leader, award-winning teacher, and scientist, Dr. Anderson is passionate about ensuring a respectful and collaborative working and learning environment that strives to ensure that all contributions by all members of the CSM community are recognized for their value and impact within the faculty, the university and the broader health-leaning environment and healthcare system. He ensures that the CSM continues to generate new knowledge that is biomedically relevant, and has scientific and societal impact. Dr. Anderson ensures that the CSM environment is one that creates innovative educational opportunities that are class-leading, informs optimal care delivery with AHS to provide the best care in the country, is socially accountable to the communities served, is an engine for a diversified economy, is proud of its diversity, equity and inclusion and wellness culture, and is a place where people want to work with a sense of belonging.

2.3 ACCESS AND AUTHORITY OF THE DEAN

The dean of a medical school has sufficient access to the university president or other university official charged with final responsibility for the medical education program and to other university officials in order to fulfill the dean's responsibilities. The dean's authority and responsibility for the medical education program are defined in clear terms.

Requirement 2.3-1

The dean of the medical school has sufficient access to the university president or other university official charged with final responsibility for the medical education program and to other university officials in order to fulfill the dean's responsibilities.

- A. Provide an organizational chart illustrating the relationship of the medical school dean within the university administration that includes the deans of other schools and colleges and other relevant university officials. (*Appendix 2.3-1 A*) (also for Core Appendix)

Required Appendix 2.3-1 A – UCalgary Organizational Chart

- B. Describe and comment on the sufficiency of the dean's access to the university president or other university official charged with final responsibility for the medical education program and to other university officials to fulfill decanal responsibilities.

University: The Dean meets regularly, usually weekly, with both the University's Provost and Vice-President (Academic) Dr. Penny Werthner as well as the University's Vice-President of Research (VPR), Dr. William Ghali. The Dean has open access to either of these individuals, as well as the University President, Dr. Ed McCauley, with whom he meets at least monthly. There are also numerous individuals in senior leadership portfolios – both academic and operational - within the Provost's office and the VPR office, with whom the Dean or CSM senior leaders interact almost daily.

Health System: At the University of Calgary Cumming School of Medicine, all of the Clinical Department Heads (with the exception of Family Medicine) are also Clinical Department Heads within Alberta Health Services (AHS), therefore, there is direct and ongoing access to the health system in every clinical department. In addition to that, there is a Senior Associate Dean Faculty Affairs, who liaises with senior leadership within AHS directly as part of the role's job description. The Dean, along with the Senior Associate Dean Faculty Affairs and the Senior Associate Dean Education, meet monthly with the AHS Calgary Zone leadership team to review and discuss topics of mutual interest, including issues relating to learner interactions in the AHS system.

Requirement 2.3-2

The dean's authority and responsibility for the medical education program are defined in clear terms.

- A. Provide the dean's official position description. (*Appendix 2.3-2 A*)

Required Appendix 2.3-2 A1 – Dean's Position Description

Required Appendix 2.3-2 A2 – CSM Dean Job Posting

2.4 SUFFICIENCY OF ADMINISTRATIVE STAFF

A medical school has in place a sufficient number of associate or assistant deans, leaders of organizational units, and senior administrative staff who are able to commit the time necessary to accomplish the missions of the medical school.

Requirement 2.4-1

The medical school has in place a sufficient number of associate or assistant deans, leaders of organizational units, and senior administrative staff who are able to commit the time necessary to accomplish the missions of the medical school.

- A. Provide an organizational chart of the medical school that includes the deanery, leaders of organizational units and senior administrative staff. (*Appendix 2.4-1 A*) (also for Core Appendix)

Appendix 2.4-1 A – CSM Organizational Chart

- B. Describe how the medical school determines that it has in place enough associate or assistant deans, leaders of organizational units, and senior administrative staff who are able to commit the time necessary to accomplish the missions of the medical school.

There are a sufficient number of vice, associate or assistant deans, leaders of organizational units and senior administrative staff (see Table 2.4-1 C) who have the time necessary to fulfill their responsibility for the mission(s) and strategic plan priorities of the medical school for which they are responsible.

With the planned expansion to the Lethbridge Campus, additional medical leadership and administrative staff will be recruited to ensure there is sufficient human resources necessary to fulfill the responsibility of the mission of the medical school.

C. Table 2.4-1 C

Table 2.4-1 C | Deanery, Leaders of Organizational Units, and Senior Administrative Staff

Source: School-reported

Provide the requested information regarding members of the dean’s office (vice, associate deans, and similar positions; leaders of organizational units [excluding department chairs], and senior administrative staff) who have held the listed position within the past three academic years. For each interim/acting appointment, provide the date the previous incumbent left office. For positions that are currently vacant, enter “Vacant” in the column labeled “Name of position holder.” Add rows as needed.						
Campus	Position title	Name of position holder	Appointment status (identify with an X)		Date appointed	Date previous incumbent left the position
			Permanent	Interim/Acting		
	Dean	Dr. Todd Anderson	X		July 1, 2022	June 30, 2022
	Vice Dean	Dr. Beverly Adams	X		July 1, 2022	June 30, 2022
	Senior Associate Dean – Education (.6FTE)	Dr. Lisa Welikovitch	X		November 1, 2022	June 30, 2022
	Senior Associate Dean – Faculty Affairs (.6FTE)	Dr. Richard Leigh	X		January 1, 2020	September 15, 2019
	Senior Associate Dean – Research (.5FTE)	Dr. Savraj Grewal	X		July 1, 2024	June 30, 2024
	Senior Associate Dean – Health Research (.4FTE)	Dr. Braden Manns	X		July 15, 2024	July 14, 2024

	Senior Associate Dean – Health Equity & Systems Transformation (.5FTE)	Dr. Kannin Osei-Tutu	X		February 1, 2023	n/a
	Associate Dean – Continuing Medical Education & Professional Development (.6FTE)	Dr. Thomas Raedler	X		January 1, 2022	December 31, 2022
	Associate Dean – Graduate Sciences Education (.6FTE)	Dr. Heather Jamniczky	X		August 1, 2023	July 31, 2023
	Associate Dean – Indigenous, Local & Global Health (.4FTE)	Dr. Dianne Mosher	X		February 1, 2019	February 28, 2019
	Associate Dean – Postgraduate Medical Education (.6FTE)	Dr. Melinda Davis	X		January 1, 2023	October 31, 2022
	Associate Dean – Undergraduate Health & Science Education (.6FTE)	Dr. Fabiola Aparicio-Ting	X		August 1, 2023	July 31, 2023
	Associate Dean - Undergraduate Medical Education (.6FTE)	Dr. Amy Bromley	X		January 1, 2024	January 1, 2024
	Associate Dean – Precision Equity & Social Justice (.4FTE)	Dr. Pamela Chu	X		March 1, 2019	September 30, 2018
	Associate Dean – Faculty Development (.5FTE)	Dr. Fareen Zaver	X		January 1, 2024	September 2023
	Associate Dean – Clinical Research	<i>Position inactive – not recruiting</i>			N/A	June 30, 2018
	Associate Dean – Clinical Trials (.2FTE)	Dr. Stephen Freedman	X		May 1, 2022	April 30, 2022
	Associate Dean – Innovation & Commercialization (.2FTE)	Dr. Aaron Phillips	X		July 1, 2024	June 30, 2024
	Associate Dean – People, Culture and Health Promotion (.4 FTE)	Dr. Rabiya Jalil	X		Augst 1, 2023	
	Associate Dean – Research Grants (.5FTE)	<i>Recruitment ongoing</i>	X		TBD	June 30, 2024
	Associate Dean – Research Infrastructure (.5FTE)	Dr. Simon Hirota	X		August 15, 2023	August 14, 2023
	Associate Dean – Chair & Professorships (.25FTE)	Dr. Fiona Costello	X		December 1, 2022	n/a
	Associate Dean – Distributed Learning & Rural Initiatives (.4FTE)	Dr. Aaron Johnston	X		January 13, 2020	Previously held Director title
	Assistant Dean – Global Health (.4FTE)	Dr. Jennifer Brenner	X		June 1, 2022	August 31, 2021
	Assistant Dean – Indigenous (.2FTE)	Dr. Lindsay Crowshoe	X		January 1, 2021	n/a
	Assistant Dean – Personalized Learning	Vacant – not likely recruiting	X		May 1, 2017	n/a
	Assistant Dean – Physician Learning Program (.2FTE)	Dr. Kelly Burak	X		February 1, 2023	November 30, 2022
	Assistant Dean – Undergraduate Medical Education, Clerkship, Year 3 (.5FTE)	Dr. Kevin Busche	X		July 1, 2019	June 30, 2019

	Assistant Dean – Undergraduate Medical Education, Pre-Clerkship (.5FTE)	Dr. Sarah Weeks	X		May 1, 2020	June 30, 2019
	Assistant Dean – Undergraduate Medical Education, Research & Evaluation (.5FTE)	Dr. Janeve Desy	X		May 1, 2020	June 30, 2019
	Assistant Dean – Postgraduate Medical Education, Education and Assessment Initiatives (.2FTE)	Dr. Kelly Millar	X		March 1, 2015	n/a
	Assistant Dean – Undergraduate Medical Education, Program Evaluation (.5FTE)	Dr. Adrian Harvey	X		May 1, 2022	n/a
	Assistant Dean – Undergraduate Medical Education, Student Advising and Wellness (.4FTE)	Dr. Carolyn Hutchison	X		February 1, 2021	n/a
	Assistant Dean – Undergraduate Medical Education, Medical School Admissions (.4FTE)	Dr. Remo Panaccione	X		August 1, 2020	n/a
	Assistant Dean – Postdoctoral Research (.25FTE)	Dr. Julia Jacobs-LeVan	X		November 1, 2022	n/a
	Assistant Dean – Research Infrastructure	Vacant – likely not recruiting	X		March 1, 2023	n/a
	Assistant Dean – Research & Scholarship, PESJO (.4FTE)	Dr. Oluwatomilayo (Tito) Daodu	X		April 1, 2024	n/a
	Director, Calvin, Snyder Institute of Infection, Immunity and Inflammation (III) (.5FTE)	Dr. Derek McKay	X		September 1, 2020	August 31, 2020
	Director, The Hotchkiss Brain Institute (HBI) (.7FTE)	Dr. David Park	X		September 1, 2018	August 31, 2018
	Director, Alberta Children’s Hospital Research Institute (ACHRI) (.6FTE)	Dr. Francois Bernier	X		March 1, 2024	February 29, 2024
	Director, The Libin Cardiovascular Institute of Alberta (.3FTE)	Dr. Paul Fedak	X		August 1, 2019	July 31, 2019
	Director, McCaig Institute for Bone and Joint Health (.5FTE)	Dr. Cheryl Barnabe	X		January 1, 2024	December 31, 2023
	Director, Arnie Charbonneau Cancer Institute (.5FTE)	Dr. Jennifer Chan	X		January 1, 2021	December 31, 2020
	Director, O’Brien Institute for Public Health (OIPH) (.5FTE)	Dr. Kirsten Fiest	X		November 1, 2023	November 1, 2023
	Senior Director – Cumming School of Medicine (1FTE)	Rose Yu	X		January 7, 2019	March 15, 2019

D. Table 2.4-1 D

Table 2.4-1 D | Department Chairs

Source: School-reported

Provide the requested information regarding department chairs who have held the listed position within the past three academic years. For each interim/acting appointment, provide the date the previous incumbent left office. For positions that are currently vacant, enter “Vacant” in the column labeled “Name of position holder.” Add rows as needed.

Campus	Position title	Name of position holder	Appointment status (identify with an X)		Date appointed	Date previous incumbent left the position
			Permanent	Interim/Acting		
	Anesthesiology, Perioperative and Pain Medicine (.5 FTE)	Dr. Gary Dobson (2 nd term started January 1, 2020)	X		January 1, 2015	December 31, 2014
	Biochemistry & Molecular Biology (.5 FTE)	Dr. Sarah Childs	X		July 1, 2019	June 30, 2019
	Cardiac Sciences (.6 FTE)	Dr. Vikas Kuriachan	X		July 1, 2023	July 1, 2023
	Cell Biology & Anatomy (.4 FTE)	Dr. Benedikt Hallgrimsson (2 nd term started July 1, 2019)	X		July 1, 2014	June 30, 2014
	Clinical Neurosciences (.6 FTE)	Dr. Nathalie Jette	X		May 1, 2023	April 30, 2023
	Community Health Sciences (.4 FTE)	Dr. Fiona Clement	X		August 1, 2020	July 31, 2020
	Critical Care Medicine (.5 FTE)	Dr. Dan Zuege	X		February 1, 2021	January 31, 2021
	Emergency Medicine (.6 FTE)	Dr. Eddy Lang (2 nd term started July 1, 2019)	X		July 1, 2014 (Was Interim Head July 1, 2013 to June 30, 2014)	June 30, 2013
	Family Medicine (.6 FTE)	Dr. Sonya Lee	X		July 1, 2020	June 30, 2020
	Medical Genetics (.4 FTE)	Dr. Kim McBride	X		February 1, 2023	January 31, 2023
	Medicine (.6 FTE)	Dr. Jayna Holroyd-Leduc	X		July 1, 2020	June 30, 2020
	Microbiology, Immunology & Infectious Diseases (.4 FTE)	Dr. Nathan Peters	X		January 1, 2023	December 31, 2022
	Obstetrics & Gynecology (0.6 FTE)	Dr. Erin Brennand	X		February 1, 2023	January 31, 2023
	Oncology (.6 FTE)	Dr. Donald Morris	X		March 1, 2020	February 29, 2020
	Paediatrics (.6 FTE)	Dr. Antonia Stang	X		May 1, 2022	April 30, 2022
	Pathology & Laboratory Medicine (.5 FTE)	Dr. Dylan Pillai	X		May 1, 2021	April 30, 2021
	Physiology & Pharmacology (.4 FTE)	Dr. Robert Newton	X		May 1, 2020	April 30, 2022
	Psychiatry (.6 FTE)	Dr. Valerie Taylor	X		September 1, 2018	August 31, 2018
	Radiology (.6 FTE)	Dr. Manish Joshi	X		July 1, 2021	June 30, 2021
	Surgery (.6 FTE)	Dr. Kevin Hildebrand	X		March 1, 2021	February 28, 2021

2.5 RESPONSIBILITY OF AND TO THE DEAN

The dean of a medical school with more than one campus is administratively responsible for the conduct and quality of the medical education program and for ensuring sufficient numbers of faculty members at each campus. The principal academic officer at each campus (e.g., regional/vice/associate/assistant dean or site director) is administratively responsible to the dean.

NOTE: Only schools operating more than one campus should respond to element 2.5.

This Element is not applicable to the CSM at the present time as there is only one campus.

2.6 FUNCTIONAL INTEGRATION OF FACULTY MEMBERS

At a medical school with more than one campus, the faculty members at the departmental and medical school levels at each campus are functionally integrated by appropriate administrative mechanisms (e.g., participation in shared governance; regular meetings with minutes and/or communication; periodic visits; review of student clinical learning experiences, performance, and evaluation data; and review of faculty member performance data related to their academic responsibilities).

NOTE: Only schools operating more than one campus should respond to element 2.6

This Element is not applicable to the CSM at the present time as there is only one campus.