



Schulich  
MEDICINE & DENTISTRY



Western

# SCHULICH SCHOOL OF MEDICINE & DENTISTRY WESTERN UNIVERSITY

## STRATEGIC PLAN 2021-2026





*The Schulich School of Medicine & Dentistry's London Campus at Western University is located on the traditional lands of the Anishinaabek, Haudenosaunee, Lūnaapéewak, and Chonnocton (Neutral) peoples. The Huron-Wendat peoples also have a history of living in this territory. Schulich Medicine & Dentistry - Windsor Campus sits on the traditional territory of the Three Fires Confederacy of First Nations, which includes the Ojibwa, the Odawa, and the Potawatomie.*

*Southwestern Ontario remains home to diverse Indigenous Peoples (First Nations, Métis, and Inuit) whom we recognize as contemporary stewards of the land and vital contributors to our society. By recognizing First Nations Peoples' relationships to the land, we make explicit Indigenous Peoples' presence and rights to self-determination.*

#### ON THE COVER

(L to R): Natalie Ossowski, Maria Shaikh, Saif Matti, Kaylie Magidson, Hardeep Singh

# CONTENTS

**4** MISSION, VISION, VALUES

**28** OUR COMMITMENT

**6** INTRODUCTION

**29** PLANNING COMMITTEE

## STRATEGIC PLAN PRIORITIES

**8** EDUCATIONAL EXCELLENCE

**20** PEOPLE

**12** RESEARCH IMPACT

**24** PARTNERSHIPS

**16** SOCIAL ACCOUNTABILITY

# MISSION

The Schulich School of Medicine & Dentistry at Western University delivers outstanding education, advances high-impact research and innovation, and partners with communities to improve health for today and tomorrow.

***LEADING IN HEALTH... WITH  
OUR REGION FOR THE WORLD.***

# VISION

# VALUES

## ***BELONGING***

Everyone should feel included, accepted, and valued. Diverse voices, perspectives, and experiences are not only welcome; they are our strength.

## ***EXCELLENCE***

Quality matters. We will be forward-focused by continually striving to raise the bar in our research, education, and clinical endeavours.

## ***ACCOUNTABILITY***

We humbly accept our responsibility to identify and address the priority health needs of the society we serve. In our roles as educators, researchers, and health providers we will be measured by our actions and outcomes.



# INTRODUCTION

As we turn the page on an extraordinary chapter in our history, the Schulich School of Medicine & Dentistry has reflected on our integral role in the health of our society. The School's world-class educational experiences and health care innovations improve the health and well-being of people within our region and beyond our borders. With this opportunity to impact the lives of our citizens comes great responsibility.

In embracing this responsibility, we will strive for excellence. Schulich Medicine & Dentistry's rich health care legacy, continual investments in medical research, strong partnerships, and trusted role in the region have uniquely positioned us to be global leaders in health care. The time to accept the mantle of leadership is now, and this plan represents our commitment toward realizing this promise.

We are prepared to adopt an ambitious mandate – one that will propel the School to the forefront of health education, research, and innovation for generations to come.

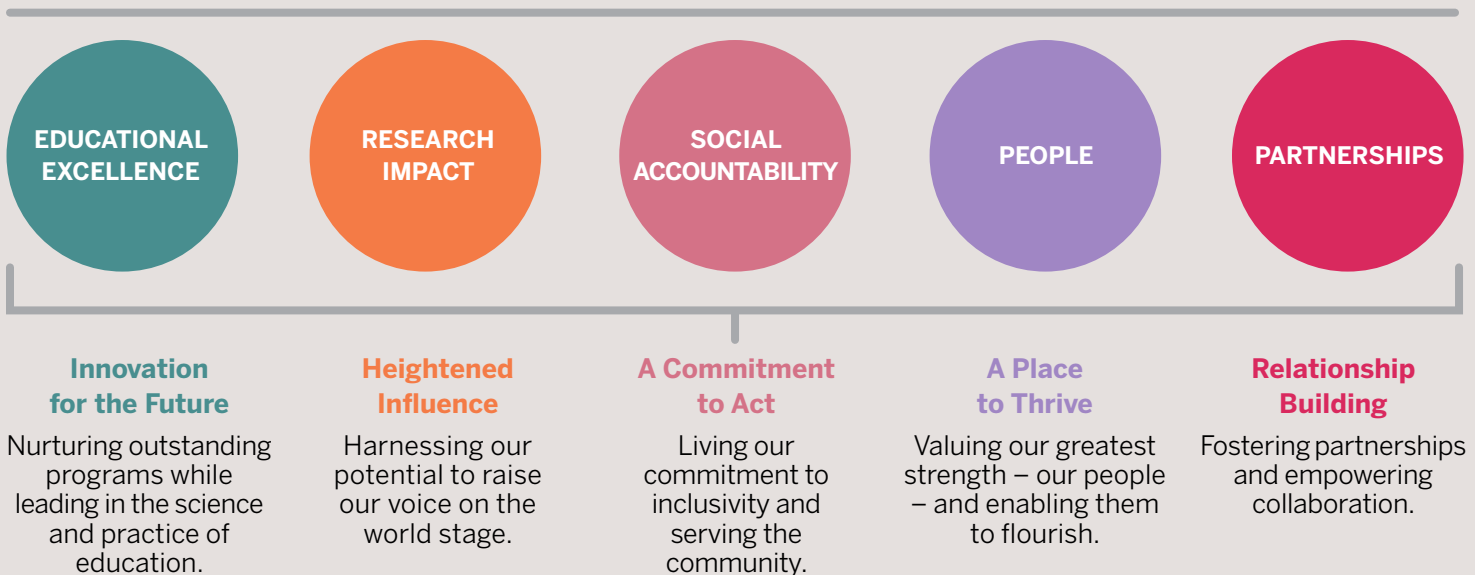
With this Strategic Plan, we seek to centre the School as a premier destination for health education and research; to attract and retain the best and the brightest minds; to enhance the future of health; and to strengthen the Western University/Schulich Medicine & Dentistry reputation across the country and around the world.

This plan will be our touchstone as we move forward.

We will use it to communicate our values and ambitions, establish priorities, guide actions, secure necessary resources, and ultimately realize our goals.

***“The time to accept the mantle of leadership is now, and this plan represents our commitment toward realizing this promise.”***

## STRATEGIC PRIORITIES



### METHODOLOGY

This strategic planning process was conducted like no other.

The constraints created by the pandemic afforded us the opportunity to apply a unique virtual consultative process that enabled expansive and in-depth participation. During the past twelve months, we conducted nearly 50 focus groups and interviews involving more than 400 individuals.

We heard from faculty, learners, staff, alumni, donors, and national thought leaders. In these conversations, we encouraged people to discuss our vision, mission, and values, to imagine a desired future, to identify imperatives for the School to address, and to critically reflect on enablers and barriers to our success.

We also surveyed the entire School community, hearing from more than 500 people. Insights were shared, discussed, and debated by an engaged Strategic Planning Steering Committee, which included learner, staff, and faculty representation spanning the breadth of the School. This extended consultative approach enabled widespread engagement from all key constituent groups. At every stage, people were generous and candid with their insights.

From these consultations, we reaffirmed that Schulich Medicine & Dentistry brims with energy, creativity, optimism, and a desire to excel.

The raw materials for our success are right in front of us. Yet the School also grapples with a simmering sense of unrealized potential. In an effort to both embrace this energy and tap this potential, Schulich Medicine & Dentistry has prepared this bold new plan to position us to be leaders among the world's outstanding medical and dental schools.



Dr. Charys Martin



# EDUCATIONAL EXCELLENCE

Educational excellence will be the cornerstone of our success. Schulich Medicine & Dentistry's educational reach is broad, encompassing medicine, dentistry, public health, and undergraduate and graduate training in the biomedical sciences.

Nurturing excellence across these programs will require careful and ongoing attention. But maintaining excellence is not enough. We will distinguish ourselves through innovative, forward-thinking curriculum design and through an overarching commitment to research and scholarship in education.

## GOAL SUMMARY

- » Renew the Bachelor of Medical Sciences (BMSc) program through enhanced experiential learning focused on students' career goals, careful growth, and internationalization.
- » Enhance interdisciplinarity in our graduate programming.
- » Attend to career development for BMSc, graduate, and postdoctoral learners.
- » Strengthen dental education, focusing on clinical training excellence and increased postgraduate opportunities.
- » Renew the Doctor of Medicine curriculum, integrating education around clinical experience.
- » Create innovative opportunities for medical students through MD+.
- » Nurture excellence and leadership in postgraduate medical education.
- » Support lifelong learning through a renewed commitment to continuing professional development.
- » Build high-level quality and consistency in education programs through a dedicated academy of educators.
- » Advance education research and scholarship across the School.

# EDUCATIONAL EXCELLENCE

## Biomedical Sciences

Schulich Medicine & Dentistry's BMSc program was among the first of its kind in Canada. It has built a strong national reputation for excellence, and now is the time to lead again by renewing and expanding the program.

We will grow the program, carefully increasing student numbers and attracting international students to enrich and diversify our community.

We will continue to offer students novel learning opportunities, including inspiring research experiences and meaningful community engagement.

Through a renewed BMSc program, we will launch our graduates toward success in a variety of domains, such as research and discovery, entrepreneurship, industry, and health professions.

We will emphasize interdisciplinarity and collaboration in our graduate curriculum, and will grow our offerings by developing new masters and doctoral programs that respond to the needs and challenges of the future.

We will strengthen our capacity to offer hybrid or online graduate programming that can be adaptable, self-paced, and responsive to individual needs and the needs of professionals in practice.

Finally, we will bolster career development opportunities for undergraduate, graduate, and postdoctoral learners to better prepare our graduates for the challenges and opportunities that lie ahead.

## Medicine and Dentistry

In Medicine and Dentistry, clinical training lies at the heart of our mission and our commitment to society. Schulich Medicine & Dentistry's strong reputation for outstanding clinical training provides a solid foundation on which to build.

In our dental school, we will emphasize early and robust clinical experiences to ensure that graduates are practice-ready.

We will strengthen community experiences, particularly those that facilitate the transition to practice.

We will create opportunities for students to engage with populations most in need of dental care, including those who have been historically underserved.

We will create new and much needed postgraduate training programs to prepare learners for a wider range of practice domains. And we will continue to build faculty capacity to deliver on a re-energized dental curriculum.

In our Doctor of Medicine (MD) program, we will successfully implement a new curriculum built around clinical presentations, with the aim of graduating compassionate, adaptable, and critical-thinking physicians who can apply their knowledge to new situations and to as-yet-unimagined health issues.

Our renewed MD program will produce a new kind of physician: culturally competent, grounded with a broad perspective, and primed to tackle the grand health challenges of our time.

We will augment our exemplary clinical training with a new track in the MD program called MD+, in which students will be able to blend their medical education with undergraduate and graduate degree and diploma programs tailored to their career goals. Students can pursue their interests in outer space exploration, further their education in public health, continue their passion for music, broaden their perspectives in business, or delve deeper into biomedical research.

In our postgraduate medical (residency and fellowship) programs, we will build a strong community of practice around competency-based medical education, ensuring that all our residency programs deliver on their desired outcomes: safe, skilled, and compassionate physicians with the capacity to lead in their disciplines.

In our continuing professional development programs, we will embrace the notion that learning is a career-long endeavour. Clinicians must continually advance and evolve their skills and knowledge to provide the highest quality of health care. Faculty members must refine and augment their skills and knowledge as teachers, researchers, and leaders. For us to deliver on the bold educational aims we have set for our learners, we must ensure that our faculty are expertly prepared for their roles. Our continuing professional development approaches will evolve to meet these needs.

### **Innovation and Scholarship**

Educational excellence requires skilled teachers, top-notch curriculum design, and a commitment to scholarship.

We will build and support an academy of educators to help the School realize some of its key educational goals. The academy of educators will be a diverse cadre of skilled faculty, academically focused on education, who will take on substantial roles in curriculum design and delivery. This approach will ensure coherence and continuity in the curriculum, foster sophisticated approaches to teaching, and support innovation and scholarship in education.

To further enable high-quality curricula, we will create an instructional design hub that faculty from across the School can access to support creative and contemporary programming. Additionally, we will ground our approach to curriculum development in principles of continuous quality improvement, which will require a systematic approach to collecting, analyzing, and acting upon data. We will then apply this blend of evaluation and data analytics to support programs and educators, helping them evolve and thrive.

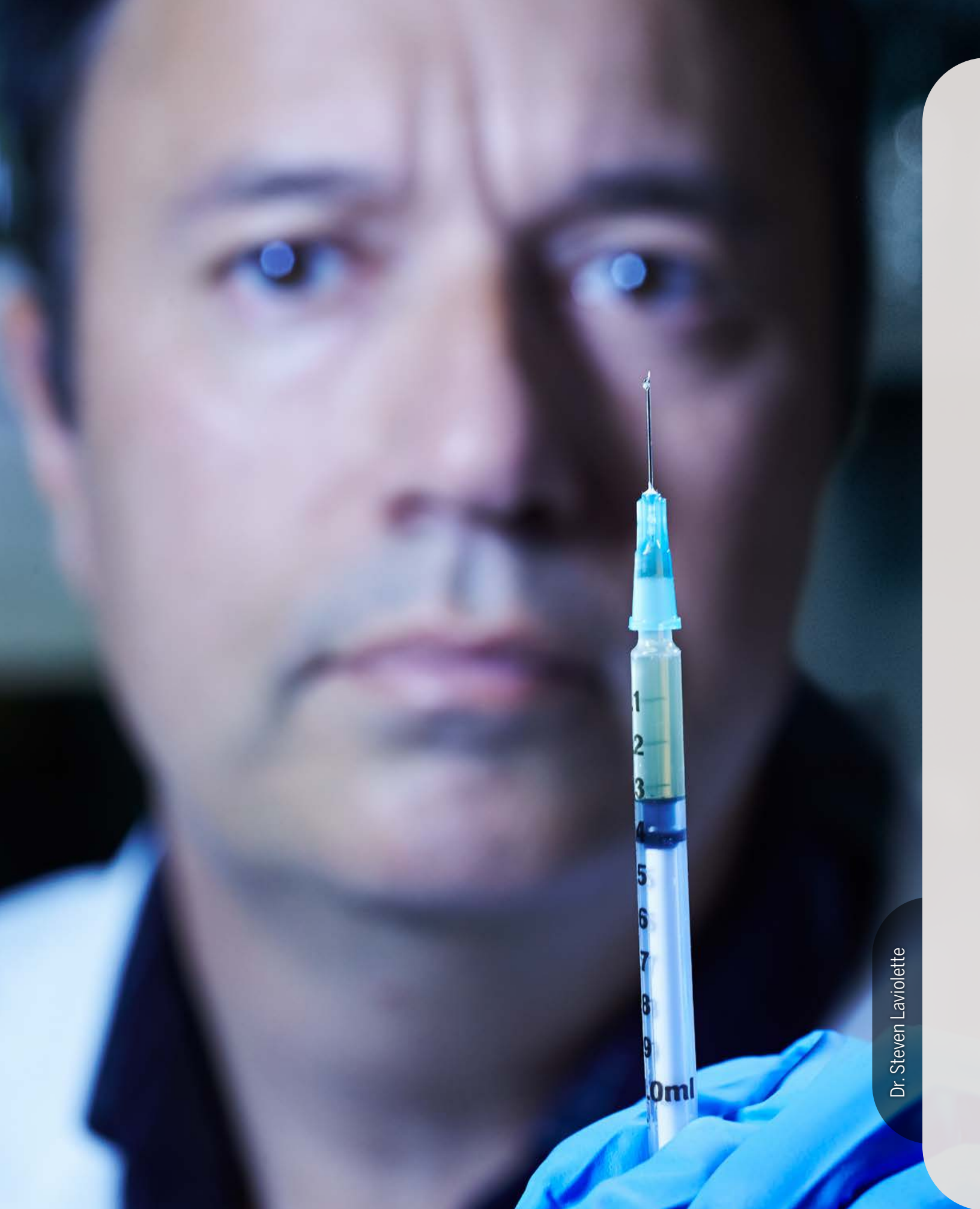
While our programmatic innovations will differentiate us, Schulich Medicine & Dentistry will further distinguish itself through an enhanced commitment to educational research and scholarship, building upon our existing international prominence.

Ultimately, Schulich Medicine & Dentistry will advance as a thought leader in the science of education and as a leading innovator in the practice of education.

***“Educational excellence requires skilled teachers, top-notch curriculum design, and a commitment to scholarship.”***



Pre-clinical Schulich Dentistry students in the simulation laboratory.



Dr. Steven Laviollette



# RESEARCH IMPACT

Our aspiration to attain greater national and global prominence hinges on enhancing our research success. While Schulich Medicine & Dentistry's research profile has remained steady, comparable Canadian institutions have seemed to capture an increasing share of funding opportunities and reputation. Across the School, there is a strong collective energy to reverse this trend.

We need to reaffirm our commitment to be a top-tier, research-intensive organization and elevate our prominence in an increasingly competitive and global environment. Raising our research impact will mean doing things differently.

## GOAL SUMMARY

- » Embed a culture of research in all our education programs.
- » Recruit, enable, and retain research-intensive faculty.
- » Promote and support bench-to-bedside translational research.
- » Identify and support existing and emerging areas of strength to drive our research prominence.
- » Establish clear foci for programs, centres, and institutes.
- » (Re) invest in core facilities.
- » Launch an initiative to accelerate the design and conduct of clinical trials.
- » Facilitate interdepartmental, interdisciplinary, interfaculty, and interinstitutional collaboration that emphasizes the importance of team-based research.
- » Create investigator-centred operational processes.
- » Support effective communication and dissemination of research activities.



# RESEARCH IMPACT

## A Research Mindset

Advancing health and health care requires a research mindset, which combines the curiosity to ask challenging questions with the scientific rigour to explore those questions critically. To foster this mindset, we will embed research in all our education programs, providing our graduates with the tools to drive positive change in the health of individuals and communities.

Embedding research means both training students to be savvy users of research and developing them to be skilled investigators. We embrace our responsibility to train the next generation of researchers with broad perspectives that enable them to tackle new challenges in creative and innovative ways.

## Ingredients for Success

A key Schulich Medicine & Dentistry advantage is the collegiality among our basic and clinical scientists and departments. The opportunities inherent in having basic and clinical scientists working together in the same faculty are tremendous, and the time is now to better harness this potential.

We will promote translational research that spans the bench-to-bedside spectrum to enable breakthroughs in the way health care is delivered. Excellence in discovery science is critical to

our research ambitions and is foundational to the translational process, and so we will enable and empower basic science programs with strategic investment and recruitment.

We will facilitate interdepartmental, interdisciplinary, and interfaculty collaboration to drive excellence in translational research.

We will enable knowledge mobilization, striving to narrow the gap between discovery and clinical application. This aim will require that we engage more fully with hospitals and community health care organizations to better understand the knowledge gaps in health care delivery and to enhance knowledge transfer where health care is practiced. Reinforcing our translational aims, we will support scholarship in implementation, health care quality, health policy, and patient safety.

Research requires sound infrastructure. We will invest in core facilities that support the work of existing researchers and improve our ability to attract and retain top talent.

We will enable an investigator-centred approach that supports timely and seamless research project execution.

We will bolster clinical research by creating a platform to drive clinical trials. This platform will

bring together the expertise and experience of multiple existing centres, programs, and departments in order to enable the School to increase its capacity to develop and lead trials that directly influence care.

High-quality infrastructure and platforms are necessary but insufficient; successful research ultimately depends on people. We will recruit research-intensive faculty to both clinical and basic science departments.

We will expand training of clinician investigators through medical school and residency programs, invest in the recruitment and retention of research-intensive clinicians, and expand opportunities for faculty to enhance their research capabilities through research training and mentorship.

## Sharpening our Focus

Realizing our aspiration of greater research impact will require focus. We will support and promote targeted areas in which we are established global leaders, as our success in these areas will foster success across the School and University.

At the same time, our focus must not limit us. Our research enterprise will also reflect our value of belonging, as we create space for a broad array of research activities.

The research environment is constantly changing and breakthroughs can be unpredictable. We will encourage diversity and flexibility in the scope of our research enterprise, and create a culture of calculated risk-taking and innovation that anticipates emerging challenges and opportunities.

To heighten our research impact, we will also sharpen our focus on how we communicate our science. Translation, application, and influence depend on effective communication. Whether researchers are disseminating their work for an academic audience or reaching out to the community at large, they must have the tools to speak with a compelling voice. We will amplify our researchers' voices through attention to improving our brand and messaging.

***“We will enable knowledge mobilization, striving to narrow the gap between discovery and clinical application.”***



Dr. Mariya Goncheva



Dr. Esperanza Bohorquez



# SOCIAL ACCOUNTABILITY

Our commitment to social accountability begins with a more inclusive school. Equity, diversity, inclusion, and antiracism are foundational to our values of belonging, excellence, and accountability. We will work diligently to ensure that everyone has a place and a voice in our enterprise, in order to maximize the potential of our community.

We affirm our commitment to the essential process of reconciliation with Indigenous Peoples. We accept the failings of our past relationship with Indigenous Peoples, acknowledge the role we played in Canada's colonial history, and commit to the Calls to Action of the Truth and Reconciliation Commission.

Social accountability also implies a commitment beyond our own walls – a commitment to respond to the pressing health needs of society. Few needs are more pressing than the disparities in health care and outcomes based on sociodemographic differences. Our commitment to the principles of equity, inclusion, decolonization, and antiracism is thus fundamental to our mandate to advance health.

## GOAL SUMMARY

- » Respond fully to the Calls to Action from the Truth and Reconciliation Commission.
- » Increase our Indigenous faculty and staff complement, including by efforts to recruit and retain our own graduates.
- » Establish an Office of Equity, Diversity, Inclusion, and Decolonization, led by a new Associate Dean.
- » Embed equity, diversity, and inclusion principles in all selection processes, including committee composition.
- » Improve student access for under-represented and equity-deserving groups.
- » Develop curricula that address the effects of racism on health.
- » Develop and implement antiracist practices among faculty, staff, and learners.
- » Support research and scholarship in health equity.
- » Identify and address the distinct health needs of Southwestern Ontario, including through the training and retaining of health professionals.

# SOCIAL ACCOUNTABILITY

## Aiming to Lead

Schulich Medicine & Dentistry aims to lead the Western University community in reconciliation with Indigenous Peoples.

Aligning with Western's Indigenous Strategic Plan, we will uphold our obligations under the Truth and Reconciliation Commission by developing and implementing sound curricula related to Indigenous health, culture, and ways of knowing, by ensuring that all learners and faculty can engage with learning related to cultural safety, and by increasing our training of Indigenous doctors and dentists.

We will work to make Schulich Medicine & Dentistry a destination of choice for Indigenous undergraduate, graduate, postdoctoral, public health, dental, and medical students.

We will continue to innovate our admission processes to improve access for Indigenous students, and we will ensure that tailored support and mentorship is provided for Indigenous students throughout their learning journeys at Schulich Medicine & Dentistry.

Recognizing the importance of representation, we will increase our Indigenous faculty complement, including by efforts to recruit and retain our own graduates. At all points in this process, we will ensure that Indigenous voices are centred.

We will establish an Office of Equity, Diversity, Inclusion, and Decolonization, led by a new Associate Dean.

We will embed equity, diversity, and inclusion (EDI) principles in all our selection processes, including those for students, faculty, staff, and leaders.

We will re-examine the composition of key decision- and policy-making committees using an EDI lens.

We will continue to improve access to learners from equity-deserving and under-represented groups. With these approaches, we will grow a learner and faculty complement that represents and reflects the broader community.

We will continue our efforts to address racism in all its forms, and to mitigate its pernicious impacts on health.

Our curricula will reflect our commitment to train the next generation of clinicians and researchers to identify and combat racism and discrimination.

Recognizing that impact is amplified by research and scholarship, we will also develop and support research on issues of equity and social justice.

These efforts to advance EDI within the School reflect a broader societal imperative.

Ultimately, our aim as a School of medicine and dentistry is to improve health equity. Bias and discrimination compromise health and contribute to ongoing and unacceptable disparities in access to services, quality of care, and health outcomes. We will work toward addressing health disparities and contributing to a more just society.

We reaffirm our commitment to the Southwestern Ontario region.

We will continue to produce physicians, dentists, and health researchers who serve the distinct needs of this region.

While we celebrate our graduates who choose to build careers across the country and around the world, we also recognize that a foundational element of our mission is to train health care professionals for this region.

We will work with communities to identify areas that are underserved and needs that are unmet, and to respond in ways that address these gaps to advance the health of Southwestern Ontarians.

We will also play a role in addressing issues that transcend this region, such as climate change and sustainability and their impacts on human health.



***“As the School dedicated to health research, education, and care, we have a special societal responsibility to improve health equity.*”**



Discovery Healthcare summer camp attendee.





Dr. Mark Awuku

# PEOPLE

Schulich Medicine & Dentistry's strength is its people – its learners, faculty, and staff. Our ability to innovate and to influence health care locally and globally relies on enabling Schulich Medicine & Dentistry's people to thrive.

For people to thrive, they must have access to opportunities to stretch their capabilities and develop their talents. They must feel a sense of belonging within a community that is safe, inclusive, and collegial. And they must know that their contributions matter. Our people must feel valued.

## GOAL SUMMARY

- » Enhance opportunities for the professional development of faculty and staff.
- » Invest in leadership development for faculty, staff, and learners.
- » Acknowledge and celebrate the contributions of faculty at distributed sites and support their career development.
- » Ensure that the full range of faculty academic activities is properly valued in promotions processes.
- » Identify, develop, and support faculty whose focus is teaching and education scholarship.
- » Strengthen approaches to faculty and learner wellness.
- » Support and strengthen learner engagement.
- » Strengthen mentorship programs for faculty at all academic ranks.
- » Ensure that an ethos of respect, fairness, and belonging is embedded into the culture of departments and other groups.



# PEOPLE

## Building on our Strengths

Education and research are pillars of our School mission.

Recognizing the vital and complementary roles that both play in our success, we will work to address the historical misperception that one is valued more than the other.

We will identify, develop, and support faculty whose focus is teaching and education scholarship.

Doing so will not only empower them to build thriving academic careers that focus on education, but will also strengthen the School's capacity to innovate in its teaching and learning strategies and to contribute meaningfully to the science of higher education.

Notions of scholarship, however, extend beyond the domains of research and education. Academic faculty contribute in an ever-expanding range of ways to Schulich Medicine & Dentistry's enterprise, in areas such as leadership, social justice work, policy development, health care quality improvement, global health and sustainability, and community engagement.

We will examine the promotions process to ensure that the full range of professional activities are properly valued.

We will build robust and innovative approaches to faculty development that equip School faculty for current and future challenges.

Professional development for faculty will enable us to successfully execute major initiatives such as timely curriculum renewal and enhanced research performance. It will support our ability to retain our valued faculty by giving them opportunities to expand their professional horizons. And it will contribute to the succession planning that is critical to building sustainable education and research programs.

We will place particular emphasis on leadership development for both faculty and staff, as sound and effective leadership is critical to realizing our vision.

Finally, we will expand mentorship and coaching for faculty at all academic ranks and career stages, in order to ensure that individualized supports are available for all.

We will ensure that the value of belonging extends to the entire Schulich Medicine & Dentistry community, inclusive of those faculty in our many distributed education sites across Southwestern Ontario.

We will redress appointments and promotions processes, expand accessibility of professional development opportunities, and ensure decision-making representation for these key faculty partners.

Western University has long been known for the unparalleled quality of its learner experience.

In that spirit, Schulich Medicine & Dentistry has built strong programs of learner support – especially important in careers affected by stress and burnout. And the School has gone further, developing innovative programs focused on clinical faculty wellness.

We will continue to strengthen our approaches to learner and faculty wellness, positioning ourselves as leaders in this domain.

The School has also built a reputation for learner engagement. Building on this strength, we will empower learners to participate meaningfully in shaping the Schulich Medicine & Dentistry of tomorrow.

We will support their involvement in key activities including curriculum design, policy development, and community engagement.

We will invest in leadership development for our learners, recognizing the central roles they will play in advancing health in the future.

Faculty and learners are only part of the Schulich Medicine & Dentistry equation. Staff make indispensable contributions to our institutional success, and so recruiting and retaining talented staff represents a key priority.

We will develop opportunities for the professional development of staff at the School, ensuring that they, too, feel that Schulich Medicine & Dentistry is a destination of choice and a place to grow and thrive as professionals.

***“We will place particular attention to investing in the development of our faculty and staff across all our distributed sites and campuses, as a critical element to realizing our vision.*”**



Master of Public Health class.





Drs. Kerollos Wanis, David Bottoni and Rob Black

# PARTNERSHIPS

While Schulich Medicine & Dentistry is widely recognized as facilitating a collegial working environment, we also recognize that the current structure inhibits the collaboration now needed to realize its research and education goals. As such, we recognize that fostering and nurturing partnerships is critical to its success.

## GOAL SUMMARY

- » Grow our relationship with hospitals and community health care organizations, and make our collaborations visible.
- » Strengthen our relationship with the Windsor Campus and leverage its location to attract international learners.
- » Expand community-engaged learning opportunities across the School.
- » Work with communities to draw more Southwestern Ontario students, including those from under-represented groups, into biomedical sciences, public health, dentistry and medicine.
- » Raise our research profile within the region and its communities, and encourage participation among the Southwestern Ontario population.
- » Promote interfaculty and interinstitutional collaborations.
- » Establish and maintain collaborative research and education programs with key global partners.
- » Develop productive partnerships outside academia, including with industry.
- » Enhance engagement with our alumni.

# PARTNERSHIPS

## Deepening our Relationships

Hospitals and health care organizations across our region are essential partners. Schulich Medicine & Dentistry's ability to educate future health care professionals and accomplish its desired research impact relies on the strength of these relationships.

We will thus deepen the relationships we have built with these organizations through strategic alignment and frequent engagement, and work toward making these partnerships more meaningful to communities throughout the region.

Our relationship with the Windsor Campus has particular significance, given its central role in our medical education enterprise. We will further strengthen this relationship so that the distinct impact of the Windsor Campus continues to increase.

We will aim to increase the number of academic-track faculty, to enable innovation and scholarship in medical education, and to grow the research footprint in Windsor.

Additionally, we will leverage Windsor's unique geography to foster new partnerships, including exploring cross-border collaborations.

The School will partner with communities toward a common goal of improving health for all.

Partnership includes embedding learners in communities, valuing the distinct contributions of communities large and small to their education, and supporting the retention of graduates in locations where they are most needed.

It means striving to understand and address priority health needs of each community.

It means working to draw a larger number of Southwestern Ontario students, including those from rural and Indigenous communities and those from low socioeconomic backgrounds, into biomedical science, public health, dentistry, and medicine.

It means expanding our capacity to offer community-engaged learning opportunities to the School's undergraduate and graduate students, so that they learn through participating in meaningful community initiatives. And it means making communities and their people a central part of our research enterprise.

We will also strengthen our collaboration and partnership outreach efforts within Western.

We will increase our emphasis on interdisciplinary research within Schulich Medicine & Dentistry, ensuring that basic and clinical scientists can work together optimally. We will look across the campus, partnering with our sibling Western Faculties.

We will nurture partnerships with other universities, with industry, with governments, and with international partners. Schulich Medicine & Dentistry's brand will span the world, and we will be recognized among the global leaders in medical and dental education.

We will draw upon its impressive alumni to both extend its reach and build upon its legacy. Our alumni are the health leaders of today, and are Schulich Medicine & Dentistry's strongest ambassadors. We will foster and strengthen connections with alumni by increasing engagement, offering greater involvement, and providing better communications.



***“We are more interconnected than ever. With this understanding, we will strengthen partnerships with our various distinct communities, our valued alumni, as well as industry, governments, and other institutions with the goal to improve health.”***



Alumni Drs. Adrina Zhong, MD'21, and Samir Sinha, MD'02.

# OUR COMMITMENT

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This Plan is a roadmap to where we see our future self, guided by our declared values of Belonging, Excellence, and Accountability. To succeed, we must be purposeful in adhering to this plan with disciplined decision-making.

We must also be candid and transparent in tracking our progress as we move towards our goals.

The time is now to be inspired to come together and create a School that will be a model for others. We have the opportunity to shape a better future together, for each other, and for successive generations of faculty, staff, and students.

The time is now to be bold and to aim high.

***Leading in health... with our region for the world.***



# STRATEGIC PLAN COMMITTEE

Thank you to the Strategic Plan Committee and the Project Management Group for their dedication and commitment to the development of the 2021-2026 Strategic Plan.

Dr. Danielle Alcock – Indigenous Lead

Dr. James Calvin – Chair/Chief, Medicine/Emergency Medicine

Dr. Lois Champion – Associate Dean, Postgraduate Medical Education

Ms. Georgina de Regt – Administrative Coordinator \*

Dr. Jefferson Frisbee – Chair, Medical Biophysics

Dr. Bertha Garcia – Vice Dean and Executive Director, Dentistry

Dr. Amit Garg – Special Advisor to the Dean

Ms. Kate Jacques – Student Representative (Dental)

Ms. Ava Kavianpour – Student Representative (BMSc)

Ms. Silke Klenk – Director, Internationalization \*

Dr. David Litchfield – Vice Dean, Research & Innovation

Dr. P. Andrea Lum – Vice Dean, Clinical Faculty Affairs

Dr. Sandra Northcott – Associate Dean, Learner Experience

Mr. Paul Paolatto – Chief Operating Officer

Ms. Jennifer Párraga – Director, Communications and Marketing

Ms. Olivia Reshmi Ghosh-Swaby – Student Representative (Graduate Studies)

Dr. Susanne Schmid – Vice Dean, BMSc

Dr. Valerie Schulz – Associate Dean, Continuing Professional Development

Ms. Jelena Tanic – Student Representative (Medical)

Dr. Gary Tithecott – Acting Vice Dean, Undergraduate Medical Education

Dr. Christopher Watling – Acting Vice Dean, Education Scholarship and Strategy \*

Dr. John Yoo – Dean, Schulich School of Medicine & Dentistry

\* Members of the Project Management Group

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Thank you to hundreds of faculty, staff, and learners who participated in the focus groups and responded to the Strategic Plan survey. Your contributions brought this Strategic Plan to life.

Many thanks are also extended to Western University leaders, our hospital partners, and to the alumni, donors, and community members who contributed important ideas, innovative approaches, and critical considerations as we mapped out this Plan.



**THE  
TIME  
IS NOW.**

Dean's Office  
Schulich School of Medicine & Dentistry  
Western University  
London, ON N6A 5C1  
[schulich.uwo.ca](http://schulich.uwo.ca)

