



SUSTAINING AND SUPPORTING THE PROFESSORiate

Academic Affairs Strategic Plan 2017-22

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Guiding principles

- Excellence
- Equity
- Rigour & transparency
- Flexibility & compassion
- Collaboration
- Communication



Strategic Plan Overview

- Sustaining the professoriate
 - Tenure stream
 - CAS (Research)
- Supporting faculty
 - Academic engagement of clinical faculty
 - Practice plans
 - Performance evaluation of CAS faculty
- Cross-cutting initiatives
 - Equity, diversity, inclusion
 - Faculty wellness
- Academic Affairs Office
 - Addressing risks of internal structure, staffing
 - Strengthening links with AECs
 - Managing R2R transition
 - Addressing needs of C.O.

Sustaining the professoriate



Tenure stream

Protect existing tenure-track complement
Renegotiation of TT partnership agreement
with MUHC
Operationalize TT for clinician-scientists
(from initial hiring to TT switch to long-term)



CAS (Research)

Develop clearer framework for CAS
Research hiring

- Equitable and competitive hiring process
 - Equitable access to awards, other support
- Clarify role expectations, including for 'nil salary' CAS Research
- Career path and timelines

Supporting faculty

- Academic engagement of clinicians
 - Orientation: Updated, more frequent, more informal
 - Website update
 - Mentorship: TSP, FHF
 - Support for faculty leaders (coaching, unit-level support)
 - Peer support and training for Chairs/Directors
 - Feedback for part-time faculty
- Practice plans
 - Guidance document
 - Chairs School topic
- Annual evaluations
 - More flexibility to reflect varied roles
 - Alignment with promotions expectations
 - Support to Chairs
- Faculty wellness
 - Assess: 2020 and annually thereafter
 - Integrated actions

AAO

- Internal reorganization into teams
 - Took on new responsibilities with existing staffing
 - Persistent and new challenges: staffing risks; WorkDay
- Improving communications with AECs, other partners
 - Needs assessment AEC AD's
 - Training in multiple formats for AEC AAA's: online, on-site
- Managing R2R transition...
- Intensive support for CO admin team

2020-21 goals

- Complete on-going one-time projects:
 - Website refresh
 - Formalize CAS Research policy, clinician-scientist career framework
- Continue efforts to support EDI implementation and more general higher-quality search processes
- Continue current mentorship, career development and peer-support initiatives
 - Add senior faculty career development support
- Pilot unit-level support/intervention team
- ‘Chairs School’ launch
- Academic Affairs Annual Report
- Office:
 - Survive R2R and understand its potential for quality improvement, data
 - Optimize workflow and internal communication for sustained work-from-home reality
 - Continue to strengthen administrative team