

# ADVANCING THE ART & SCIENCE OF REHABILITATION

Strategic Plan 2017-2020

# Message from the Dean



As the only free-standing Faculty of Rehabilitation Medicine in North America, we celebrate our rich history. It all started when the first class of physiotherapy students enrolled at the University of Alberta in 1954. Sixty-two years later, we've grown into a research-intensive faculty committed to innovation, seeking knowledge, educating health care professionals and pushing the limits of human understanding and knowledge, all *for the public good*.

As a Faculty, we are building a culture that values integration across disciplines and embraces collegial governance. We aspire to lead rehabilitation research across Canada and worldwide. This Strategic Plan strives to empower creativity and enrich the learning experiences of our students so they graduate as outstanding rehabilitation professionals who serve our communities. We seek to cultivate and support champions for rehabilitation.

We will use our strategic plan to achieve a vision which is both specific to the Faculty of Rehabilitation Medicine and aligns with the university's broader plan to build and sustain a diverse, inclusive community where individuals can experience, engage and excel.

Each of us, whether a student, staff, donor, alumnus, partner or friend of the faculty, plays an important role in bringing our Strategic Plan to life. Together, we will be accountable to this plan and work collaboratively towards *advancing the art and science of rehabilitation*.

A handwritten signature in black ink, appearing to read 'Bob Haennel', written in a cursive style.

R.G. (Bob) Haennel, Ph.D., FACSOM  
Professor & Interim Dean

## Acknowledgements

Faculty of Rehabilitation Medicine  
Executive Committee

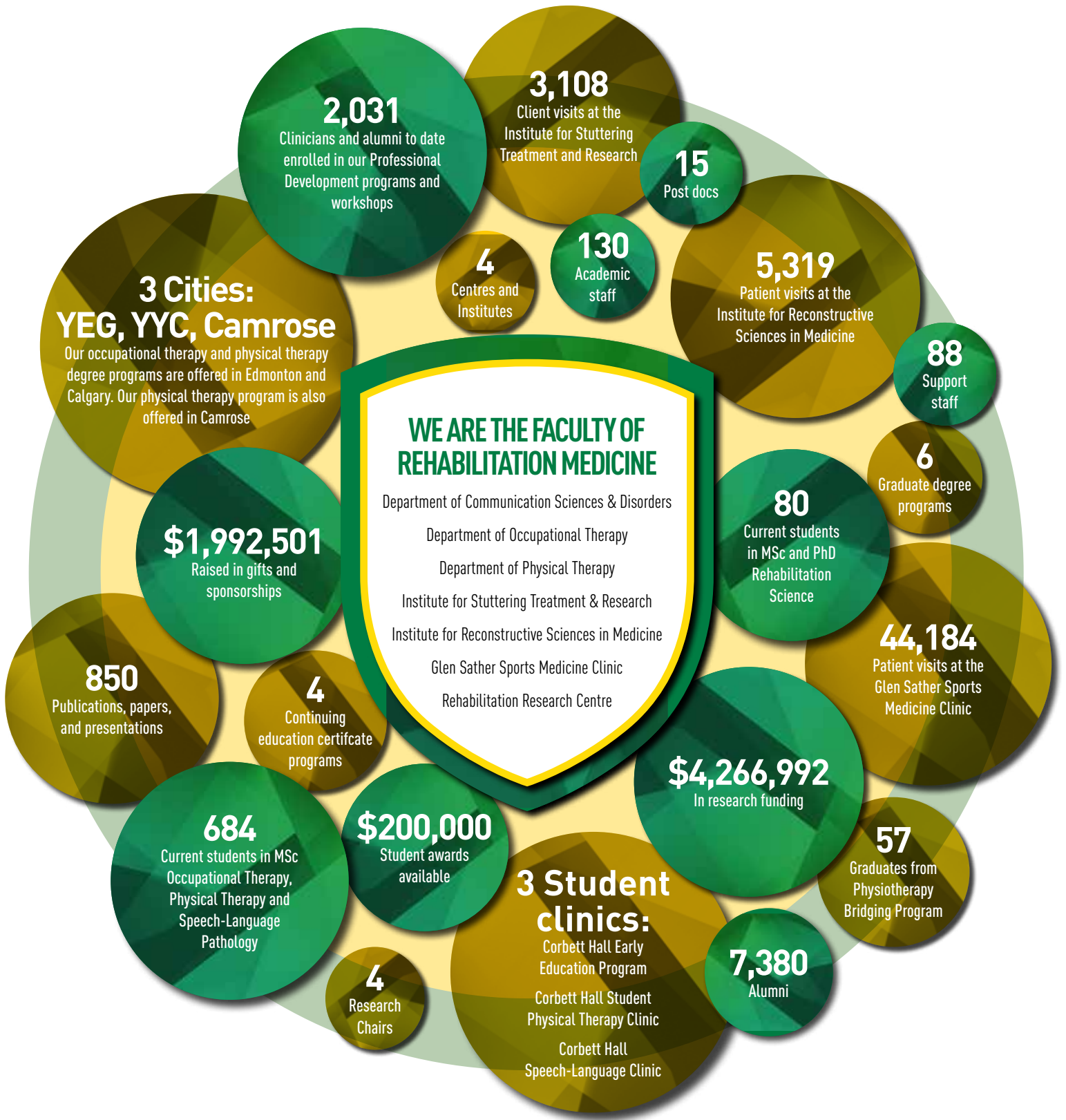
Convergence Group

Dean's Advisory Council

Faculty, staff, students, alumni and  
everyone who took part in focus  
groups, surveys, town halls and  
planning sessions

Managing Editor:  
Laurie Wang

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Offset Design



Figures reported are from Fiscal Year 2015-16 unless otherwise noted.



## **OUR** VISION

**A respected global leader advancing the art and science of rehabilitation for the public good.**

## **OUR** MISSION

Through research and education we develop rehabilitation approaches to enhance the quality of life for the people we serve. Together with our students, alumni, and community partners, we work across disciplines to discover and translate innovation that advances clinical practice and health outcomes.



## OUR VALUES

### EXCELLENCE

We value excellence in teaching, research, and creative activity that enriches learning experiences, advances knowledge, inspires engaged citizenship, and promotes the public good.

### LIFE LONG LEARNING

We value learners at all stages of life and strive to provide an intellectually rewarding educational environment for all.

### ACADEMIC FREEDOM

We value academic freedom and institutional autonomy as fundamental to open inquiry and the pursuit of truth.

### HONOURING DIVERSITY

We value diversity, inclusivity, and equity across and among our departments, units, and disciplines.

### CREATIVITY & INNOVATION

We value creativity and innovation from the genesis of ideas through to the dissemination of knowledge.

### TRADITION

We value history and tradition, celebrating the contributions of students, alumni, faculty, staff, volunteers, and various groups, which bring pride to the Faculty of Rehabilitation Medicine.

## 1. CULTURE

Build an organization and workplace culture that values integration across disciplines at the faculty level, staff level, and student level. Faculty of Rehabilitation Medicine workplaces will be vibrant, effective, positive, and respectful. We model effective communication across the faculty.

### WE WILL:

- Create a positive environment that fosters engagement of faculty, staff, and students.
- Establish clear consultative decision making principles that allow for integration while maintaining required levels of autonomy.
- Increase collaboration across all faculty units: design cross discipline teams that focus on collaboration, innovation and fun.
- Support and recognize the skills and abilities of individuals, building upon areas of strength.
- Review and renew the governance structure and communication pathways.



CULTURE Goal links with Objectives 5, 9, 19, 21 in For the Public Good Institutional Strategic Plan

## 2. RESEARCH

Develop a vibrant research environment that supports the creation and dissemination of knowledge. We will be a leader in rehabilitation research, engaging stakeholders to provide solutions for real world problems.

### WE WILL:

- Facilitate research collaborations for individuals and research teams.
- Increase research productivity and impact.
- Enhance research infrastructure (space, equipment, administrative processes).
- Create opportunities for knowledge exchange with stakeholders.
- Advocate for space that meets the needs of current and future research using the 2016 general space plan.
- Establish effective utilization of shared resources.
- Create a formalized rehabilitation knowledge sharing plan that will exchange knowledge and ideas with alumni, professionals and the general public.



RESEARCH Goal links with Objectives 11, 12, 16, 18, 22 in For the Public Good Institutional Strategic Plan

## 3. EDUCATION

Attract and support outstanding students and enhance the collective Faculty of Rehabilitation Medicine student learning experience through quality interdisciplinary activities. We will coordinate education to ensure that Faculty of Rehabilitation Medicine graduates are well prepared to enter the professional workforce. We will continue to support the growth and development of practitioners and will be a leader in providing ongoing professional health education.

### WE WILL:

- Create interdisciplinary clinical experiences.
- Establish faculty-level interdisciplinary academic experiences.
- Offer undergraduate courses in rehabilitation science.
- Expand opportunities for continuing professional education (CPE).
- Leverage technology to enhance teaching and learning.
- Identify shared content areas by cross program curriculum mapping.
- Facilitate and support the success of educators and practitioners.
- Continue to monitor educational programming effectiveness by communicating with stakeholders.



EDUCATION Goal links with Objectives 7, 8, 10, 14, 15, 17 in For the Public Good Institutional Strategic Plan



## 4. PROFILE

Increase the profile of the Faculty of Rehabilitation Medicine within the U of A and beyond. Develop increased public knowledge of rehabilitation and the specialized roles of the professional disciplines in the Faculty of Rehabilitation Medicine.

### WE WILL:

- Develop and promote a cohesive and inclusive identity for the Faculty of Rehabilitation Medicine that aligns with the university's brand.
- Equip stakeholders with key messages and tools to articulate the profile of the Faculty of Rehabilitation Medicine.
- Increase community engagement and activity through Faculty of Rehabilitation Medicine clinics, centres, institutes, professional development, bridging opportunities, international partnerships and more.
- Identify, cultivate, and support champions of the Faculty of Rehabilitation Medicine.
- Create a marketing and external communication strategy in consultation with stakeholders and partners.
- Actively engage students, alumni and stakeholders in the promotion of the Faculty of Rehabilitation Medicine.
- Continue and enhance opportunities to showcase excellence in research, education and service.



PROFILE Goal links with Objectives 6, 16 in For the Public Good Institutional Strategic Plan

## OUR WORK IS SUPPORTED BY:

### ENGAGEMENT

We continually strive for faculty and staff members' engagement.

### TRANSPARENCY & ACCOUNTABILITY

We act openly and with clarity of unified purpose, while being responsible to our clients and stakeholders for the results of those actions. Accountability is supported by metrics from departments and units.

### COORDINATION

The Faculty of Rehabilitation Medicine Strategic Plan acts as an agreement to facilitate coordination, integration, and alignment of plans for our departments, institutes, and centres.

### EFFICIENCY & EFFECTIVENESS

Components of the Faculty of Rehabilitation Medicine operate together in an effective and efficient manner to support the objectives of the plan.

### LEADERSHIP

Each of us models a strategic and integrated perspective, working together to support the achievement of Faculty of Rehabilitation Medicine goals.

## OUR GOALS ALIGN WITH THE UNIVERSITY OF ALBERTA'S INSTITUTIONAL STRATEGIC PLAN:

**BUILD** a diverse, inclusive community of exceptional students, faculty and staff from Alberta, Canada and the world.

**EXPERIENCE** diverse and rewarding learning opportunities that inspire us, nurture our talents, expand our knowledge and skills, and enable our success.

**EXCEL** as individuals, and together, sustain a culture that fosters and champions distinction and distinctiveness in teaching, learning, research, and service.

**ENGAGE** communities across our campuses, city and region, province, nation, and the world to create reciprocal, mutually beneficial learning experiences, research projects, partnerships, and collaborations.

**SUSTAIN** our people, our works, and the environment by attracting and stewarding the resources we need to deliver excellence to the benefit of all.



# PLANNING PROCESS



Strategic planning process introduced at Executive Committee



Planning process presented at Faculty Town Hall

Key stakeholder interviews



Vision sharing meeting at Dean's Advisory Council



Focus Groups



Comprehensive E-Survey  
Questions asked were based on stakeholder interviews & focus groups  
218 respondents: 45% external, 55% internal



Vision & Directions planning sessions with Executive Committee



Release of final public document



Strategic Plan presentation at Faculty Town Hall



Small working group sessions with Executive Committee



# UNIVERSITY OF ALBERTA FACULTY OF REHABILITATION MEDICINE



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