



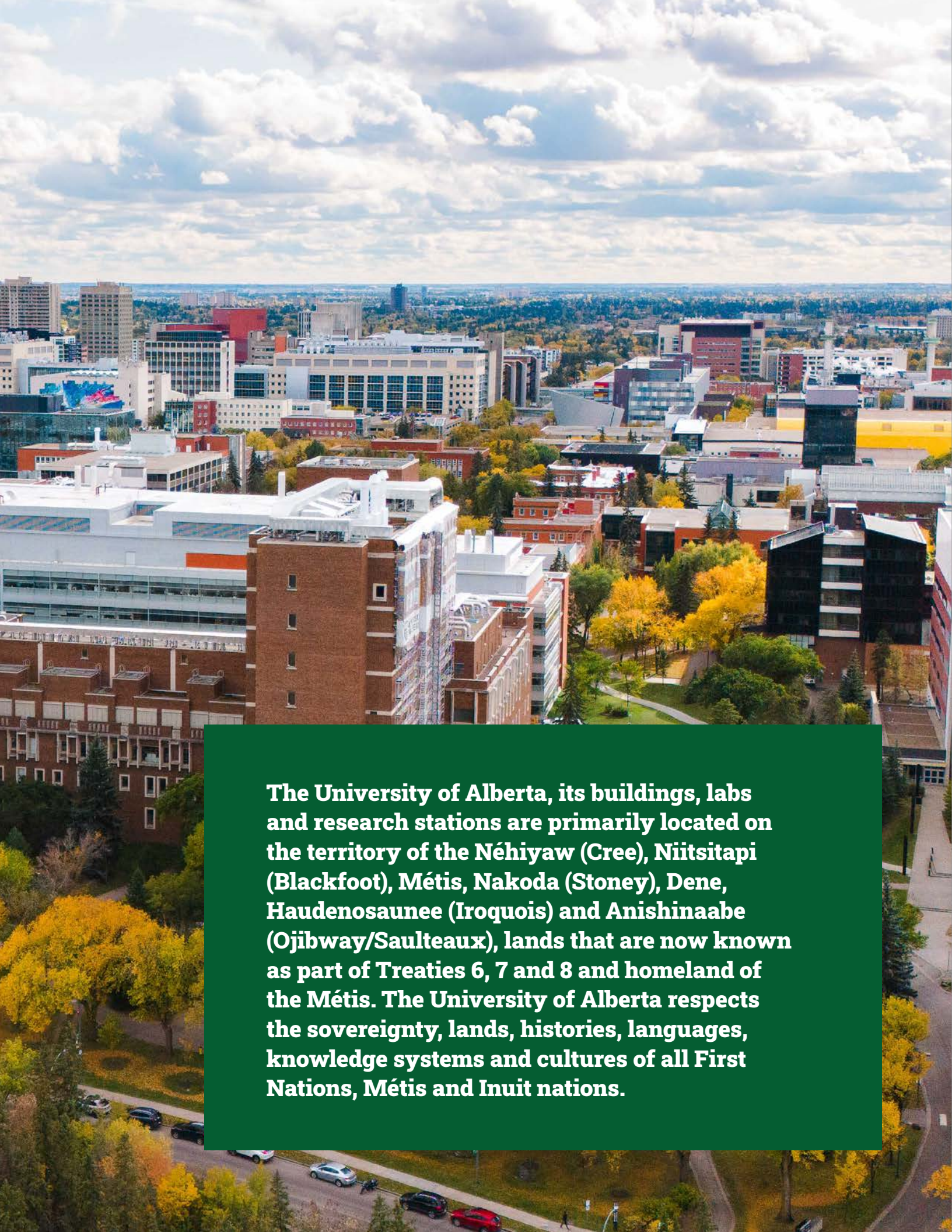
UNIVERSITY
OF ALBERTA



2026 - 2030 Strategic Plan

Expanding Horizons:

Shaping the Future of Rehabilitation Medicine



The University of Alberta, its buildings, labs and research stations are primarily located on the territory of the Néhiyaw (Cree), Niitsitapi (Blackfoot), Métis, Nakoda (Stoney), Dene, Haudenosaunee (Iroquois) and Anishinaabe (Ojibway/Saulteaux), lands that are now known as part of Treaties 6, 7 and 8 and homeland of the Métis. The University of Alberta respects the sovereignty, lands, histories, languages, knowledge systems and cultures of all First Nations, Métis and Inuit nations.



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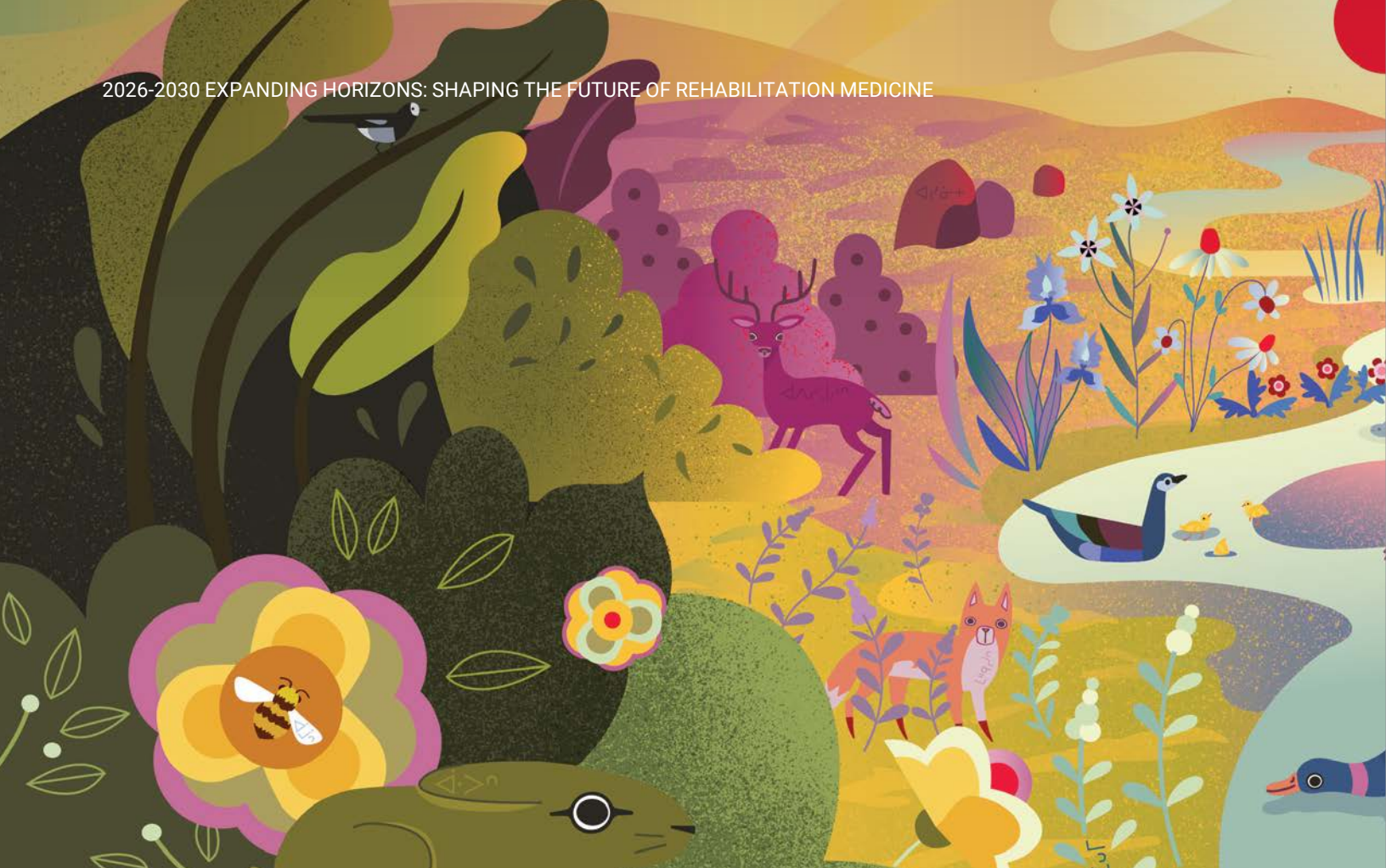
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Introduction

The Faculty of Rehabilitation Medicine stands at the threshold of transformative change. What does our future look like?

Students want personalized learning. Communities need integrated care. Healthcare partners are calling for creative, agile graduates. And our faculty is asking for increased collaboration and innovation to promote student success, research impact, and staff wellbeing. Upholding our commitment to accessibility, community, belonging, Indigenous and community engagement, this strategic plan shapes our future towards 2030.

Our Vision: Enhancing life through rehabilitation

Our Mission: We create knowledge, inspire learning, and advance the practice of rehabilitation to enhance health and participation



Our Values:

COLLEGIALITY

We collaborate and respect each other because we know that our collective efforts yield greater results.

SCHOLARSHIP

We invest time and resources for ongoing learning, creation of knowledge, encouraging innovation and mobilizing evidence.

CARING

We demonstrate empathy, respect and consideration for the needs, values and rights of all people.

ACCESS, COMMUNITY AND BELONGING

We promote a culture that embodies accessibility, community and belonging in all that we do.

PROFESSIONALISM

We expect and model integrity, honesty, ethical behaviour, social responsibility and life-long learning.

COMMUNITY ENGAGEMENT

We actively engage our students, communities and stakeholders to facilitate exchange and partnership.

TREATY

We honour Treaty responsibilities by working alongside Indigenous partners to advance reconciliation and close the disproportionate wellness gap experienced by Indigenous Peoples.

Message from the Interim Dean



Dear rehabilitation medicine community,

I'm excited to share the Faculty of Rehabilitation Medicine's new strategic plan. This plan reflects our ongoing commitment to adapting and innovating, ensuring we continue to lead and profoundly impact health and well-being in a changing world.

These last five years, our Faculty has achieved significant growth, especially with the relaunched MSc PT and new MSc OT and MSc SLP programs at Augustana which vastly increased our capacity to train future leaders. We also developed new partnerships with Treaty 8 First Nations of Alberta, launched the Space for Truth and Reconciliation to deepen our relationship with Indigenous partners, and saw tremendous growth in our Continuing Professional Education programs. Our new plan builds on this momentum and guides our strategic priorities and future advancements.

This plan is an invitation to work in new ways — fostering deeper collaboration, embracing innovative pedagogies, and building stronger relationships. A cornerstone of our vision is strengthening our partnerships with Indigenous communities, ensuring our work is respectful, relevant, and reciprocal. We recognize how learning has transformed, and our plan emphasizes dynamic, interdisciplinary approaches that prepare our students for complex challenges. The rise of artificial intelligence, for instance, presents both opportunities and responsibilities, and we are committed to integrating these advancements thoughtfully into our research and education.

This strategic plan is a community effort, built from extensive consultation with faculty, staff, students, and external partners. It represents what the Faculty collectively deems most important, reflecting our shared values and aspirations. It is a living document, guiding our focus and ensuring we continue to push the boundaries of rehabilitation science, education, and practice.

Thank you for your dedication and partnership as we bring this vision to life.

Esther Kim,
Interim Dean

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Esther Kim
Interim Dean



Our Strategies

Our strategic plan sets a bold course for the future of rehabilitation medicine, ensuring our faculty remains at the forefront of innovation and impact.

We've identified core priorities that address not just *what* we aim to achieve, but *why* these changes are essential and *how* we'll bring them to life. This roadmap will guide us in evolving our educational approaches, fostering groundbreaking interdisciplinary collaborations, and strengthening our global reputation, all while deepening our commitment to community well-being and transforming our internal culture.

Our strategies will position our faculty to shape the future of rehabilitation, positively impacting the communities we serve.

- Reimagine access and inclusion in education
- Optimize faculty structure to unleash interdisciplinary innovation
- Reposition FRM as a national and global education hub
- Commit to equity-informed, community-driven health innovation
- Reimagine care, learning, and discovery under one roof
- Transform culture through relational and supportive leadership

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Our Strategic Priorities

Strategic Direction 1

Reimagine Access and Inclusion in Education

We would broaden pathways into rehabilitation professions by removing structural barriers, recognizing diverse experiences, and offering flexible learning options.

We will transform access to rehabilitation professions, creating a more diverse and inclusive workforce. This strategic focus will not only diversify and enrich our professional landscape but also ensure a more robust and responsive workforce capable of meeting the evolving needs of our communities.

Why: Admissions models and traditional structures continue to limit diverse talent.

What We Will Do:

- Re-examine admissions to recognize non-traditional pathways and lived experience.
- Pilot flexible learning models: hybrid, modular, self-paced.

Big Move: Launch a *Diverse Talent Stream* co-created with non-traditional learners, alumni, and practitioners.



Strategic Direction 2

Optimize Faculty Structure to Unleash Interdisciplinary Innovation

We will optimize our administrative structure in order to empower collaborative research, education, and community engagement, enabling faculty, learners, and partners to co-create innovative solutions across disciplines.

We will explore a new structural framework to transform our administrative and governance approach within the Faculty of Rehabilitation Medicine. This new model will enhance collaborative research, education, and community engagement. By fostering an environment where our faculty, learners, and partners can co-create innovative solutions across disciplines, we aim to significantly expand our collective impact and redefine the future of our field.

Why: Traditional departmental divisions constrain agility and collaboration, and result in costly duplication of service commitments, initiatives and administrative structures.

What We Will Do:

- Strengthen interdisciplinary networks and structures to reflect real-world practice.
- Seek to streamline administrative and governance structures to enhance program sustainability.
- Embed shared governance and community-driven projects.

Big Move: Establish an *interdisciplinary faculty* with shared funding and agile governance designed to foster innovation.



Strategic Direction 3

Reposition FRM as a National and Global Education Hub

We will deliver accessible, high-quality education that transcends borders — leveraging AI, translation tools, and flexible learning models.

By creating and developing cutting-edge tools integrating AI and translational technologies, implemented alongside flexible learning models, we will deliver high-quality, accessible education that transcends geographical and linguistic borders. This expansion will not only broaden our impact and reputation on a global scale but also cultivate a more diverse and interconnected community of learners, ultimately enriching the field with varied perspectives and a globally informed approach to practice and research.

Why: The changing technological landscape calls us to be leaders in delivering lifelong, global, and digital-first education.

What We Will Do:

- Scale micro-credentials and continuing education internationally.
- Create and develop tools integrating AI and translational technologies, and asynchronous models to reach more learners.

Big Move: Develop the *Rehab Med Global Campus* as a platform for innovation and lifelong learning.

The changing technological landscape calls us to be leaders in delivering lifelong, global, and digital-first education.

Strategic Direction 4

Commit to Accessible, Community-Driven Health Innovation

We will support community priorities and dismantle systemic barriers to care.

By actively supporting community-identified priorities and systematically dismantling existing barriers to care, we will foster a more accessible and responsive healthcare landscape. This ensures that our efforts directly address the real needs of diverse populations, leading to improved access, better health outcomes, and a stronger, more trusting relationship between our services and the communities they are designed to support. We also recognize a particular responsibility to Indigenous health as a treaty obligation, in alignment with the Medicine Chest clause of Treaty 6, Truth and Reconciliation Commission recommendations, and the significant health inequities faced by the First Peoples of this land.

Why: Addressing systemic inequities requires humility, long-term partnership, and co-design. All applicable accreditation standards note the urgency of bridging the Indigenous health gap across our professions.

What We Will Do:

- Co-develop partnerships with Indigenous and underserved communities in response to the demonstrable action now required by accreditation bodies on reconciliation, cultural safety, and anti-racism.
- Honour different Ways of Knowing through community-centred teaching, research and engagement models to address health inequities.

Big Move: Launch an *Indigenous Healthcare Access Pilot* focused on reconciliation, access, and system redesign.

Our integrated faculty provides a unique platform for a collaborative clinic model.

Strategic Direction 5

Reimagine Care, Learning, and Discovery Under One Roof

Integrated service delivery will accelerate innovation, improve outcomes, and demonstrate the transformative potential of academic health collaboration.

Seamlessly weaving together care, learning, and discovery under one roof, we'll dramatically accelerate innovation, leading to better patient outcomes and more impactful research. This collaborative approach will powerfully demonstrate the transformative potential that arises when academic expertise and health services work in unison, ultimately setting a new standard for patient-centered care and cutting-edge advancements.

Why: Our integrated faculty provides a unique platform for a collaborative clinic model.

What We Will Do:

- Create a flagship interdisciplinary clinic offering team-based care and complex rehab.
- Embed real-world training and agile research into clinical delivery.

Big Move: Establish a *Rehab Med Integrated Teaching Clinic* – a living lab uniting care, learning, and innovation.



Strategic Direction 6

Transform Culture Through Relational and Supportive Leadership

Faculty will foster a thriving culture grounded in relational, supportive leadership and psychological resilience.

This environment will empower every individual to contribute, innovate, and excel without fear, fostering open communication, mutual respect, and a strong sense of belonging. The benefit will be a highly engaged, resilient, and collaborative community that will amplify our collective impact on research, education, and patient care, ultimately driving sustained excellence and positive outcomes for all.

Why: Burnout, perfectionism, and outdated evaluation models limit faculty flourishing.

What We Will Do:

- Prototype strength-based and compassionate faculty evaluation.
- Celebrate teams, embrace failure as learning, and build psychologically resilient spaces.

Big Move: Launch a *Professional Development ReThink* initiative to model new approaches to recognition and leadership.



Reflection

This strategic plan reflects a bold commitment to transform not only what we do, but how we do it. It is a call to action for our faculty, learners, partners, and communities.

Through collaboration, courage, and a shared vision, we will shape the future of rehabilitation medicine – together.

Acknowledgements

- Faculty of Rehabilitation Medicine Leadership
- The Pivot Group, Consultant
- Faculty, staff, students, and everyone who took part in virtual and in-person workshops.

This plan reflects our ongoing commitment to adapting and innovating, ensuring we continue to lead and profoundly impact health and well-being in a changing world.

Esther Kim, Interim Dean

Leading with Purpose.



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