



PRESIDENT'S REPORT.

THE NOSM UNIVERSITY CHALLENGE

Strategic Plan Retrospective
May 14, 2025



NOSM
UNIVERSITY



Dr. Michael Green
*President, Vice Chancellor,
Dean and CEO*



Message from the President

Dear NOSM University Board of Governors and Community,

As we reflect on the journey outlined in *The NOSM University Challenge 2025*, I am pleased to present this retrospective account, which serves both as a reflection on our progress and a springboard for future ambitions. This document not only holds us accountable for the commitments made but also highlights the remarkable resilience and achievements of NOSM University, even amidst unprecedented challenges.

This report provides an assessment based on insights gathered from key leadership team members, all of whom have been integral in driving the results outlined in the strategic plan. By distilling their perspectives, we have been able to create a comprehensive view of where we've been, how we've progressed, and what we've accomplished. It is a summary of our collective effort and determination to realize the goals set out in 2020, which were developed

through extensive consultation with nearly 2,000 stakeholders, including learners, faculty, staff, and community partners across Northern Ontario.

The strategic direction of *The NOSM University Challenge 2025* was ambitious, setting out five critical priorities for our institution:

1. Transform Health Human Resources Planning
2. Advance Social Accountability
3. Innovate Health Professions Education
4. Strengthen Research Capacity in Northern Ontario
5. Become a University

In addition, these strategic priorities were bolstered by four essential enablers:

1. Valuing Our People
2. Managing Our Resources
3. Investing in Our Infrastructure
4. Sustaining Our Resilience

At the outset of this journey, NOSM envisioned a steady and



transformative period of growth. However, the realities of the past five years required us to exercise an extraordinary degree of agility. The onset of the COVID-19 pandemic in 2020 shifted the entire landscape of health professions education, compelling our institution to quickly adapt and reimagine how we deliver education. Our accreditation processes were also significantly reconfigured as a result.

In 2021, the insolvency of Laurentian University added another layer of complexity, as NOSM was forced to separate from our founding partners, Laurentian University and Lakehead University. This severance marked the beginning of NOSM University's independence as Canada's first independent medical university. The official recognition of this shift came in 2022 with the provincial decision to grant us the status of a freestanding institution. This change demanded urgent attention to building new internal structures and processes to meet the demands of autonomy, an effort that continues today.

Despite these seismic shifts, I am proud to report that our leadership team not only navigated these challenges but exceeded expectations in many areas. We have achieved key milestones in all five strategic directions, with significant advances in our education programs, research capacity, and social accountability initiatives. These accomplishments are a testament to the resilience, commitment, and passion of the entire NOSM University community.

As we move forward, the insights gathered from this retrospective will be invaluable as we continue to shape the next chapter of NOSM University. Our achievements have set a strong foundation, and we are now poised to build upon this success, turning our sights to new horizons. The work ahead will focus on consolidating our gains, expanding our impact, and continuing to innovate in ways that benefit not only our institution, but the communities who make up our wider campus of Northern Ontario.

I extend my deepest gratitude to each member of the Board of Governors, as well as to all our interest holders, for your ongoing support and commitment to NOSM University's mission and vision. Together, we have weathered remarkable challenges and, in the process, have created a legacy of progress and possibility.

We are excited about the future and look forward to your continued partnership as we embark on the next phase of our journey, amplifying our impact.



OVERVIEW:

The NOSM University Challenge 2025

This ambitious five-year plan was undertaken in 2020 and developed under the leadership of Dr. Sarita Verma. It was shaped by nearly 2,000 interest holder voices, including learners, staff, faculty, partners, and community members across Northern Ontario who contributed through various engagement methods including interviews, town halls, and surveys.

At the end of the consultations, five strategic directions were identified along with four strategic enablers.

Context & Challenges

The last five years at NOSM University are a story of responding and adapting to seismic upheaval while still exceeding expectations in the everyday work of health professions education and research, while still advancing many of our strategic goals. In 2020, the global COVID-19 pandemic instantly changed the way we deliver health professions education and dramatically reconfigured our accreditation processes, among other things.

The insolvency of Laurentian University in 2021 sent another shockwave through our institution as we were uncoupled from both of our founding partner institutions—Laurentian University and Lakehead University—to become Canada's first independent medical university. With a tectonic pen stroke at Queen's Park in 2022, we then set about the urgent and ongoing business of building the internal structures required to be a freestanding university.

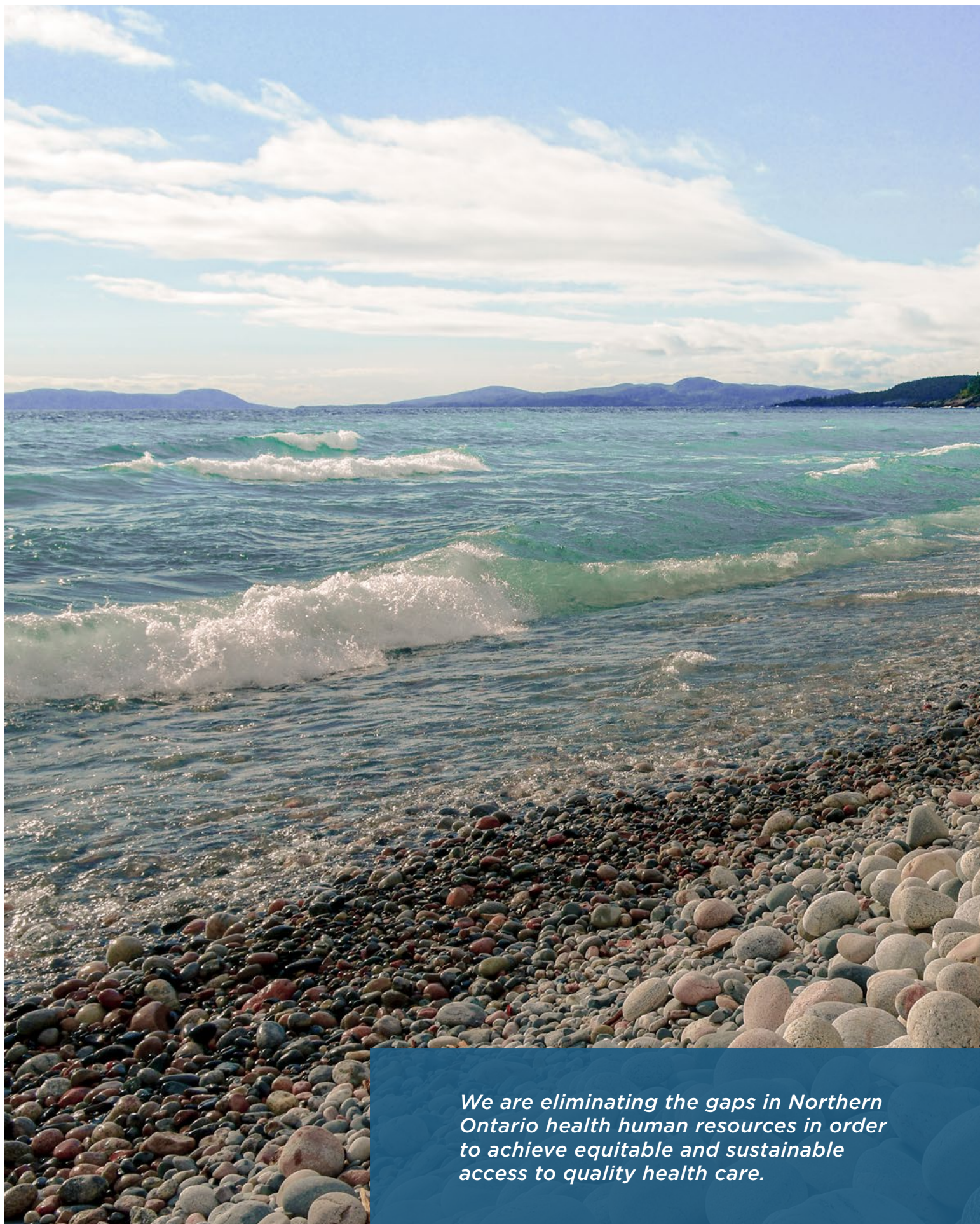


Key Achievements

As a strategic plan, The NOSM University Challenge 2025 transformed our institution. Despite the upheaval, we still achieved a great deal of the plan, including full accreditation of all programs and the continued graduation of sought-after health-care professionals. With our transition to an independent medical university, we have attracted even more exceptional leadership who have helped to create necessary structures upon which to build our ongoing success.

As this report demonstrates, NOSM University has delivered significant results on all five strategic directions set out in The NOSM University Challenge 2025. Our work is best summarized as successful and ongoing, and it continues to be done under our guiding vision of Innovative education and research for a healthier North.

As we look forward together, we can certainly look back on the last five years with pride.



We are eliminating the gaps in Northern Ontario health human resources in order to achieve equitable and sustainable access to quality health care.

A scenic coastal landscape featuring a wide, rocky beach in the foreground, covered with smooth, rounded stones in various shades of grey, brown, and red. The ocean waves are breaking on the shore, creating white foam. In the background, a steep, forested hill rises from the water's edge, with dense green trees and some autumn-colored foliage. The sky is blue with scattered white clouds.

STRATEGIC DIRECTION # 1

Transform Health Human Resource Planning



STRATEGIC DIRECTION # 1

Transform Health Human Resource Planning

Since the Launch of The NOSM University Challenge in 2021, we have made measurable progress in transforming Northern Ontario's health human resources (HHR) planning, aligning with its goal to foster a more collaborative and sustainable approach to physician recruitment and retention.

A key milestone was the development of the NOSM University Physician Workforce Strategy, which has laid the foundation for region-wide, coordinated physician recruitment. Additionally, NOSM University successfully helped to implement the Northern Ontario Resident Streamlined Training and Reimbursement (NORSTAR) Program—a Government of Ontario initiative—ensuring its smooth rollout and strong uptake across the region to address recruitment and reimbursement challenges.

To strengthen academic support, NOSM University secured significant increases to the Academic Funding Plan (AFP). This included \$3 million in retroactive funding for 2020–2021, \$5 million in 2021–2022, \$6.5 million in 2022–2023, and ongoing increases to \$13.5 million annually. These investments reinforce the University's commitment to its clinical faculty and the development of academic careers.

Learner attraction also improved with the revitalization of the International MD Electives Program, positioning NOSM University as a preferred destination for clinical placements and electives in Northern Ontario.

The University has maintained a strong advocacy presence at key provincial HHR planning tables, ensuring the region's needs are consistently represented.

Additional initiatives include the launch of the NOSM University Achievement Celebration and expanded Northern Ontario Academic Medicine Association (NOAMA) professional development, both recognizing and supporting faculty. Online resources and asynchronous learning modules have also been created to support academic growth. Local Education Groups (LEGs) continue to be supported for their vital role in enabling clinician-led research.

In sum, NOSM University has advanced a regional, collaborative, and strategic approach to HHR planning—one that strengthens faculty support, enhances learner pathways, and addresses the unique challenges of Northern Ontario's health system.



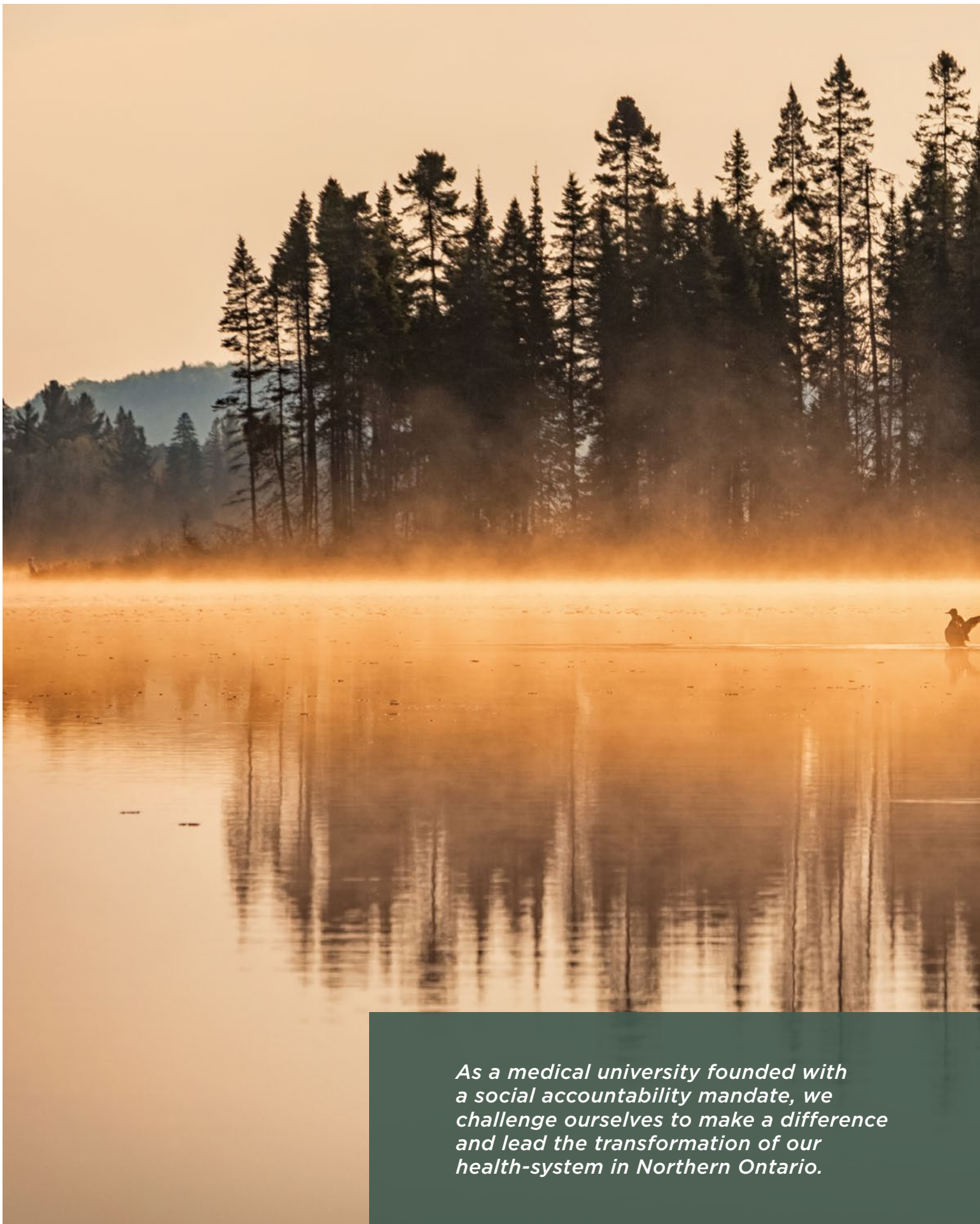
OUTCOMES

- ✓ An integrated, customised and evidence-based approach to health human resources (HHR) for Northern Ontario
- ✓ Integration of rural, remote and community needs into our education programs
- ✓ Enhanced connectivity and communications for all NOSM University communities
- ✓ A system to support clinical faculty in their academic work

Demonstrating Impact

These articles highlight evidence of progress toward the first strategic direction—Transforming Health Human Resource Planning—showcasing how NOSM University’s everyday work is reshaping health workforce planning through its network of incredible people across Northern Ontario.

- Established the NOSM University [Physician Workforce Strategy](#)
- Supported the Government of Ontario’s [Northern Ontario Resident Streamlined Training and Reimbursement Program \(NORSTAR\)](#)
- Established a presence at key HHR planning tables in Northern Ontario to advocate for the region’s needs
- [NOSM University relaunches International MD Electives Program](#)
- Established NOSM University Achievement Celebration to celebrate clinical faculty excellence
- NOAMA AFP successfully negotiated to include retroactive funding plus increased supports moving forward
- [Local Education Groups make research possible for clinicians](#)
- Creation of [online resources](#) and asynchronous learning modules for faculty development
- [Two Northern Ontario communities share successes with recruitment](#)
- [Transform health human resources planning](#)
- [Forging community](#)
- [Practise in the North makes perfect](#)
- [Transforming health education](#)
- [Towards health equity and beyond.](#)
- [Pushing learning boundaries: Novel adaptations in medical education](#)
- [Alleviating critical health-care shortages during the pandemic: Case study in Hearst](#)
- [Marathon transformation](#)
- [Rural generalist practices thriving with community’s support](#)



As a medical university founded with a social accountability mandate, we challenge ourselves to make a difference and lead the transformation of our health-system in Northern Ontario.



STRATEGIC DIRECTION # 2

Advance Social Accountability



STRATEGIC DIRECTION # 2

Advance Social Accountability

NOSM University continues to lead in advancing social accountability across Northern Ontario, driving systemic change toward health equity and aligning education, research, and service with community needs.

A key achievement was the establishment of the Dr. Gilles Arcand Centre for Health Equity—a first-of-its-kind multidisciplinary centre focused on Northern-specific research and solutions. With over 90 projects, 10 networks, three joint leadership roles, and growing endowments, the Centre is a hub for impactful, community-based research and collaboration.

A new complementary online training module added to the activeoffertraining.ca was created by the Réseau du mieux-être francophone du Nord de l'Ontario (Réseau) in collaboration with NOSM University. This specialized training is designed for professionals working in the primary-care sector and will enhance their ability to provide tailored services to Francophone

patients. The module was created as part of a series of sector-specific courses that can be completed individually or as part of the full Active Offer Training. This mandatory online training module is one more way that NOSM University learners are becoming leaders who can help to transform health-care systems and improve population health outcomes.

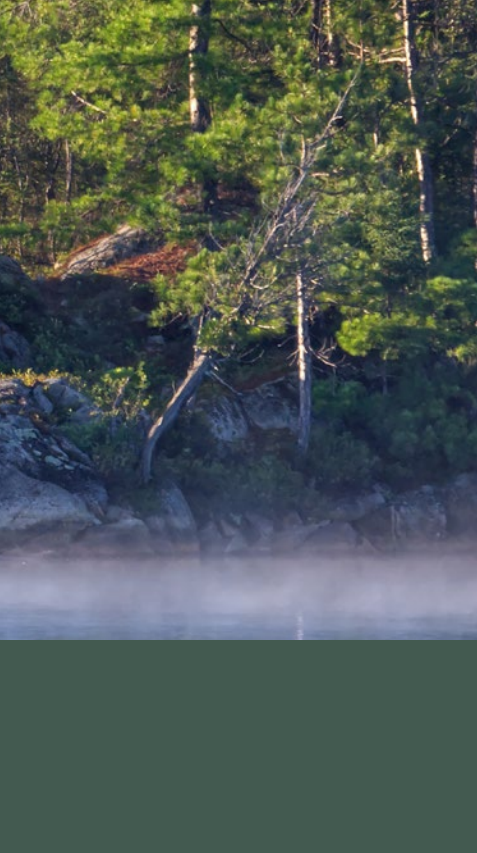
Graduates continue to make an impact, with the majority choosing family medicine and remaining in the North to practise. Alumni are actively closing health-care gaps and contributing to policy and systems change. Innovative student-led initiatives, like an app to reduce opioid-related deaths, further demonstrate NOSM University's role in producing socially accountable health leaders.

Policy influence has expanded through NOSM University's presence at provincial and national tables (Ontario Medical Association, Council of Ontario Universities, Council of Ontario Faculties of Medicine, and

Association of Faculties of Medicine of Canada), and through partnerships like the Northern Policy Institute. NOSM University was featured on CBC's The National for its work addressing the rural doctor shortage and regularly convenes critical conversations through the President's Lecture Series and Primary Health Summit.

NOSM University's commitment to the Truth and Reconciliation Commission's (TRC) Calls to Action is evident in the growth of Indigenous student enrollment, the integration of Indigenous perspectives in curriculum, and mandatory cultural safety training. The University continues to lead with co-creation models, including localized partnerships such as the Sault Ste. Marie "campus" model, and outreach efforts through the President's Tours.

Through education, advocacy, and deep community engagement, NOSM University is transforming the landscape of health care and education in Northern Ontario, leading with purpose and accountability.



OUTCOMES

- ✓ Integrated, customised, evidence-based, holistic health care service models for Northern Ontario
- ✓ Social accountability in everything we do
- ✓ Recognition as a change agent for social accountability

Demonstrating Impact

These articles are updates on our five-year journey. They highlight evidence of progress toward the second strategic direction—Advancing Social Accountability—showcasing how NOSM University’s work is grounded in equity and community engagement, driving meaningful change through its networks across the North.

- Establishment of the [Dr. Gilles Arcand Centre for Health Equity](#), a one-of-a-kind solution to bridge research, education, and service delivery to meet the specific needs of the North, boasting 90 projects, 10 networks, 20 staff, three joint leadership positions, and a growing number of endowments
- [Intentionally addressing equity, diversity and inclusion](#)
- [Delivering social accountability where it’s needed most](#)
- NOSM University’s impact was featured before a Canada-wide audience in a segment on CBC’s The National: [“How this med school is tackling the rural doctor shortage”](#)
- Annual President’s Lecture Series events
 - 2025: [Health Equity: Improving Care for Indigenous Children](#)
 - 2024: [Reviving the Heart of Health Care: The Joy of Practising Family Medicine](#)
 - 2023: [Demystifying the Residency Match—“Choosing Wisely” a Career in Medicine](#)
 - 2022: [Environmental Accountability and Sustainability in Medicine and Medical Education](#)
 - 2021: Racism in Medicine
- [NOSM University’s response to the TRC Calls to Action](#)
- [Supporting health equity and the health system in Indigenous partnerships](#)
- [NOSM University aligns education programs with societal and community needs](#)
- Establishment of the Black Admission Stream to complement Indigenous and Francophone admissions equity efforts
- [Majority of NOSM University MD graduates choose family medicine](#)
- [Innovative app created by NOSM medical students aims to reduce opioid-related deaths](#)
- [NOSM alumnus helps to end Atikokan’s doctor shortage](#)



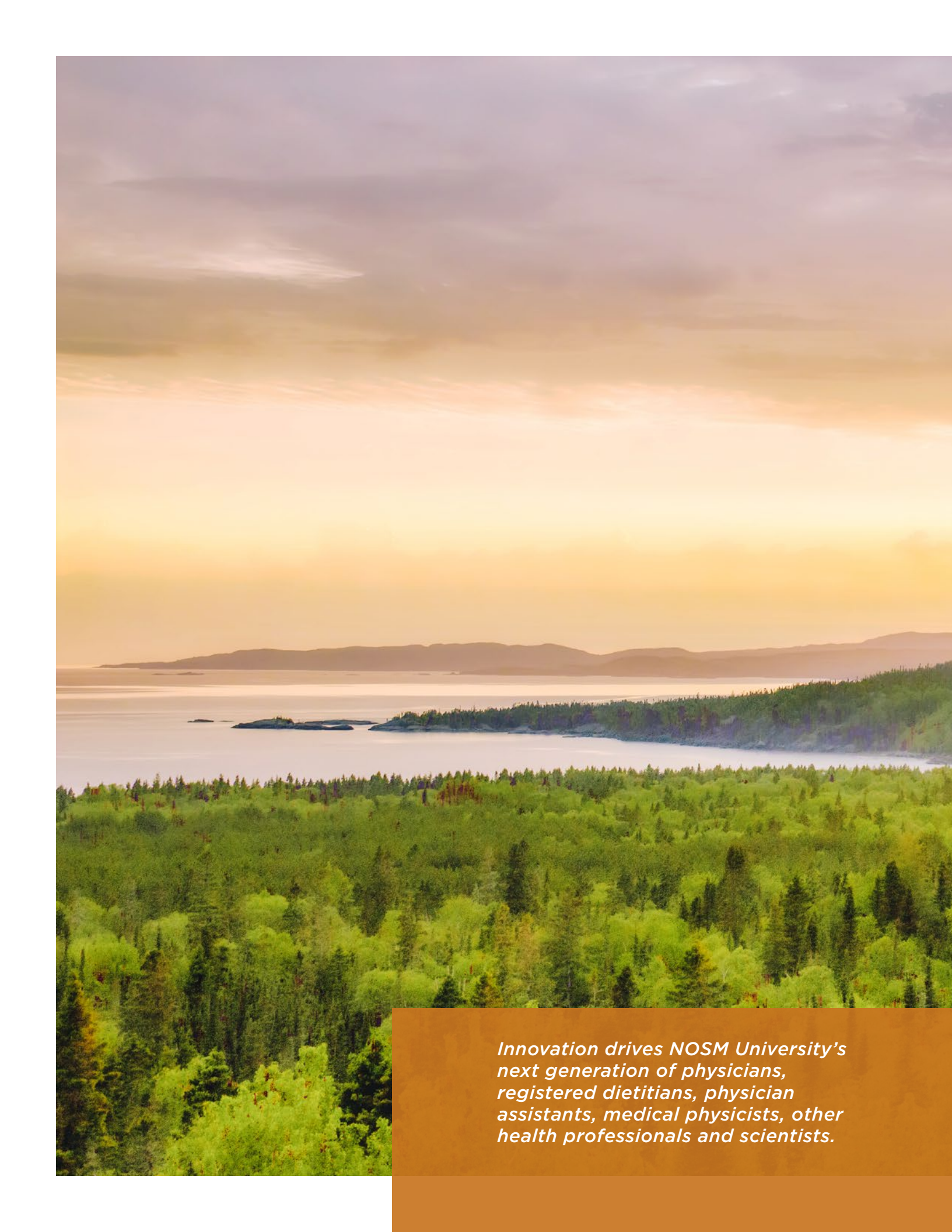
STRATEGIC DIRECTION # 2

Advance Social Accountability

- [NOSM student from Timmins aspires to be a hometown doctor](#)
- [Two NOSM University alumnae bring social accountability to the forefront](#)
- [Marathon doctor advises medical students to keep open mind about rural practice](#)
- Since 2020, the number of self-identified Indigenous [MD students](#) have risen from 5 to 13
- [NOSM and Science North engage Indigenous youth](#)
- Mandatory Indigenous cultural safety training for learners
- [Mandatory Active Offer training for all UGME students and all PGME Y1 FM residents](#)
- [New NOSM University Francophone Curricular Initiative addresses health inequities in the North](#)
- Launched the Rural Generalist Collaborative Specialization



- A report from Dr. Alex Anawati, [Global Health Strategy and International Partnership Priorities](#), provides a brief overview of Global Health activities at NOSM University
- Prioritizing health and wellbeing is a leading priority—[The Okanagan Charter](#)
- [Temerty Foundation makes amazing investment in health equity](#)
- [Advancing social accountability](#)
- [It takes a village](#)
- [Food insecurity impacts health of Northerners](#)
- [Embodying health justice](#)
- [Opening doors for BIPOC women in medicine](#)
- [Northern unity in motion: Empowering the future of health care through NOSM](#)
- [We're like nothing else in the world](#)



*Innovation drives NOSM University's
next generation of physicians,
registered dietitians, physician
assistants, medical physicists, other
health professionals and scientists.*

STRATEGIC DIRECTION # 3

Innovate Health Professions Education





STRATEGIC DIRECTION # 3

Innovate Health Professions Education

NOSM University has made significant advancements in health professions education through innovative, accessible, and equity-driven initiatives that are directly transforming health-care delivery across Northern Ontario.

The University maintained full accreditation across all programs—even during a virtual COVID-19-era site visit—demonstrating its academic excellence and adaptability. NOSM University learners continue to excel nationally, with near-perfect pass rates on certification exams, comparing favourably with top medical schools across Canada.

A leader in digital innovation, NOSM University quickly transitioned to online education during the pandemic, ensuring uninterrupted training. This shift not only enabled learners to continue graduating on time but also set a national example. Today, the integration of virtual care, AI, and simulation-based training

prepares graduates to meet the challenges of practising in remote and underserved areas.

Program expansion has been transformative. NOSM University is nearly doubling its MD program seats (from 64 to 108) and expanding residency positions from 60 to 123 by 2028. New residency programs—including Urology, and planned programs in Emergency Medicine, Radiology, and Medical Oncology—are designed to address Northern Ontario's specific health workforce needs. Through new regional hubs and clinical partnerships, NOSM University is strengthening local health systems while supporting community-based learning.

NOSM University has opened new pathways to medical education, including the Rural Generalist Pathway and partnerships with Brock University, University of Toronto, and other institutions.

Outreach programs like CampMed and initiatives with Science North continue to inspire youth from across the North, particularly in Indigenous, Francophone and rural communities, to pursue health careers.

Admissions continues to be inclusive and reflective of the North's demographics, with over 90% of medical students originating from Northern Ontario.

An ongoing focus on learner and faculty wellness—through programming and curriculum design—ensures a healthy, supportive environment that fosters long-term success and sustainability in the health-care workforce.

Through bold innovation, strategic growth, and a commitment to equity, NOSM University is reimagining health professions education to better serve and strengthen Northern Ontario's health-care system.



OUTCOMES

- ✓ Excellence in health professions education
- ✓ Leading-edge curricula
- ✓ Program expansion
- ✓ New Pathways to health education
- ✓ Admissions program that meets the needs of Northern Ontario communities
- ✓ A healthy and safe learning and working environment

Demonstrating Impact

These articles highlight evidence of progress toward the third strategic direction—Innovating Health Professions Education—demonstrating how NOSM University is reimagining learning through bold innovation, strategic growth, and equity-focused initiatives that are directly transforming health-care delivery and strengthening the system across Northern Ontario.

- Achieved [full accreditation during unprecedented COVID-19 crisis](#), pivoting to a virtual site visit which, in turn, contributed to the evolution of the accreditation process
- Achieved a nearly 100% pass rate for certifying national examinations
- Rapidly transitioned to fully online teaching platforms during COVID-19, enabling continued graduation of physicians despite the pandemic. This became highly regarded as a model for other schools to follow
- Successfully implemented Competence by Design (CBD) across all NOSM University Royal College Programs
- Simulation (SIM) and Procedural Training Enhancements: Deliberate Approach to Resuscitation Treatment (DART) Course, NOSM University Surgical Bootcamp
- [Empowering future learners through curriculum renewal](#)
- Launched [CEPD Learning Hub](#) (2022)
- CEPD advisory committee developed with representatives from all portfolios to ensure that programs are developed based on direct feedback and needs assessment within the University
- Development of accessible micro-learning and on-demand modules designed to meet immediate needs of faculty, preceptors, and learners
- Established [inaugural Vice-President, Clinical Partnerships and Hospital Relations](#)
- [NOSM University's expansion](#) will be the largest among medical schools in Ontario with a total of 108 seats, nearly doubling the capacity of our MD program; at the same time, we are slated to increase from 60 to 123 residency positions by 2028.
- NOSM University Residency Program Expansion: Launched Programs as of 2025
 - Royal College Programs: Launch of accredited Urology Royal College residency training program



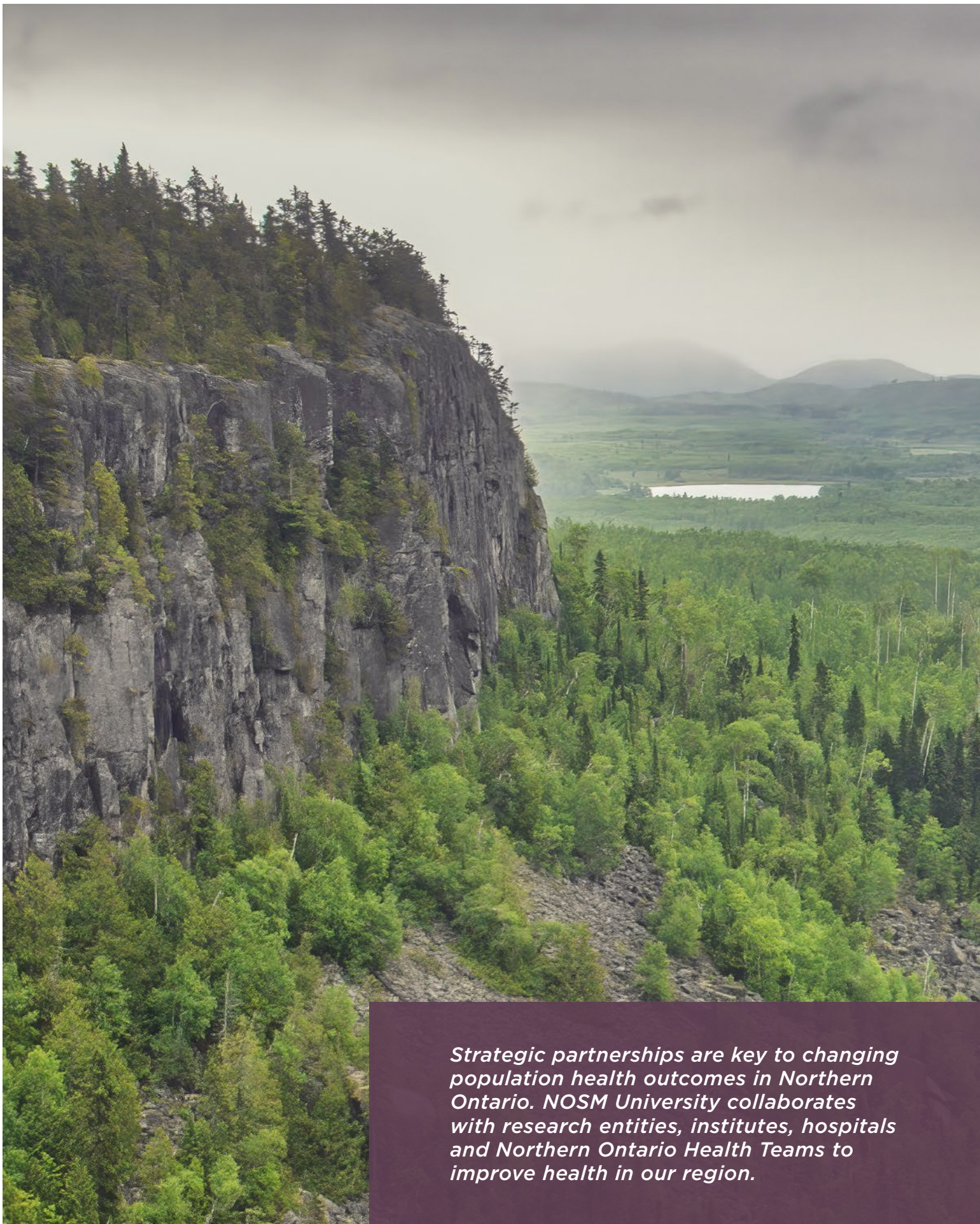
STRATEGIC DIRECTION # 3

Innovate Health Professions Education

- FM-Enhanced Skills Programs to meet patient population needs include: Addiction Medicine, Sports and Exercise Medicine, Obstetrical Surgical Skills, Chronic Pain and Hospitalist.
- Partnership Programs with NOSM University include University of Toronto partnership program in Obstetrics and Gynecology and McMaster University partnership program in General Internal Medicine
- NOSM University Residency Program Expansion: Programs in Development
 - Royal College Programs include Emergency Medicine, Obstetrics and Gynecology, Radiology, Medical Oncology and Cardiology
 - FM-Enhanced Skills Programs include Palliative Care and Queen's University partnership program in Physical Medicine and Rehabilitation
- [Established Rural Generalist Pathway](#)
- [Masters of Medicine Studies \(MMS\) pathway agreement with Brock University](#)
- [NOSM and Science North engage Indigenous youth](#)
- [CampMed](#) continues to inspire high school students to become future health-care professionals in the North by offering hands-on experience, cultural exploration, and mentorship.



- Since 2005, more than 90% of medical students admitted are from Northern Ontario
- NOSM University actively encourages applications from Indigenous, Francophone, and other equity deserving groups in the North through dedicated admission streams
- Unlike most other Canadian medical schools, NOSM University does not require the MCAT (Medical College Admission Test) for admission, as students from Northern Ontario often have less access to MCAT preparatory opportunities than applicants from other parts of Ontario and Canada
- [Innovation in times of crisis](#)
- [NOSM alumna leads innovative virtual emergency department](#)
- [Surgical resident says NOSM is a leader in clinical education innovation](#)
- [Community placements are a highlight of our DCEL program](#)
- [The evolution of emerging technology](#)
- [Master of Medical Studies program addresses Northern health issues](#)



Strategic partnerships are key to changing population health outcomes in Northern Ontario. NOSM University collaborates with research entities, institutes, hospitals and Northern Ontario Health Teams to improve health in our region.

A scenic landscape photograph of a forested valley. In the foreground, a rocky slope is covered with dense green forest. A calm lake is nestled in the middle ground, surrounded by lush green trees. In the background, rolling hills and mountains are visible under a cloudy sky.

STRATEGIC DIRECTION # 4

Strengthen Research Capacity in Northern Ontario



STRATEGIC DIRECTION # 4

Strengthen Research Capacity in Northern Ontario

NOSM University has made significant progress in strengthening research capacity across Northern Ontario, positioning itself as a central hub for research partnerships, health equity, and innovation in rural and remote health.

Key to this progress has been the development of strategic partnerships with Northern institutions. New research agreements were signed with Lakehead University and Laurentian University, and a collaboration with Algoma University was launched to address mental health and addictions. NOSM University also re-integrated into the Medical Education Committees at Health Sciences North (HSN) and Thunder Bay Regional Health Sciences Centre (TBRHSC), reinforcing collaboration with hospital-based researchers.

To support research productivity and efficiency, a research project management software called

ROMEO was implemented to streamline internal processes and lay the groundwork for a future data warehouse and analytics unit. These investments are part of a broader effort to build expertise in managing big data, crucial for health systems research and continuous quality improvement across the region.

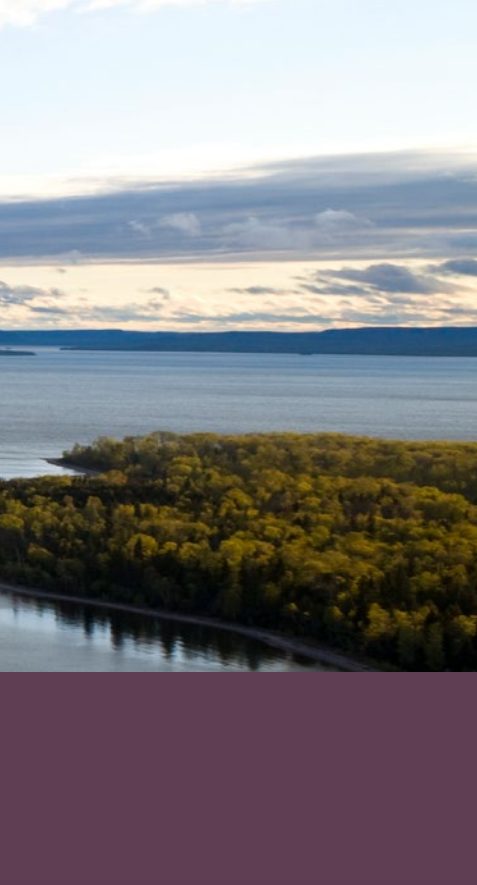
A major highlight under this strategic direction was the establishment of the Dr. Gilles Arcand Centre for Health Equity—an interdisciplinary hub dedicated to socially accountable research. The Centre has already secured over \$2.4 million in funding through a Social Sciences and Humanities Research Council (SSHRC) grant to advance community-driven health priorities.

Another significant development was the launch of NOSM University's Research Toward Health Hub—or NORTH—Northern Ontario's first primary health-care data network. This initiative enables real-time, evidence-

based insights into population health trends and health care access, particularly in underserved communities.

NOSM University is also exploring the development of new combined degree programs and expanding its research focus areas, including Indigenous and Francophone health. These efforts align with our commitment to health equity and to addressing the distinct challenges faced by Northern and remote populations.

Together, these achievements reflect NOSM University's growing role as a leader in rural and Northern health research. By building strong partnerships, investing in infrastructure, and advancing socially accountable priorities, NOSM University is laying a sustainable foundation for future research that will directly benefit the health and well-being of communities across Northern Ontario.



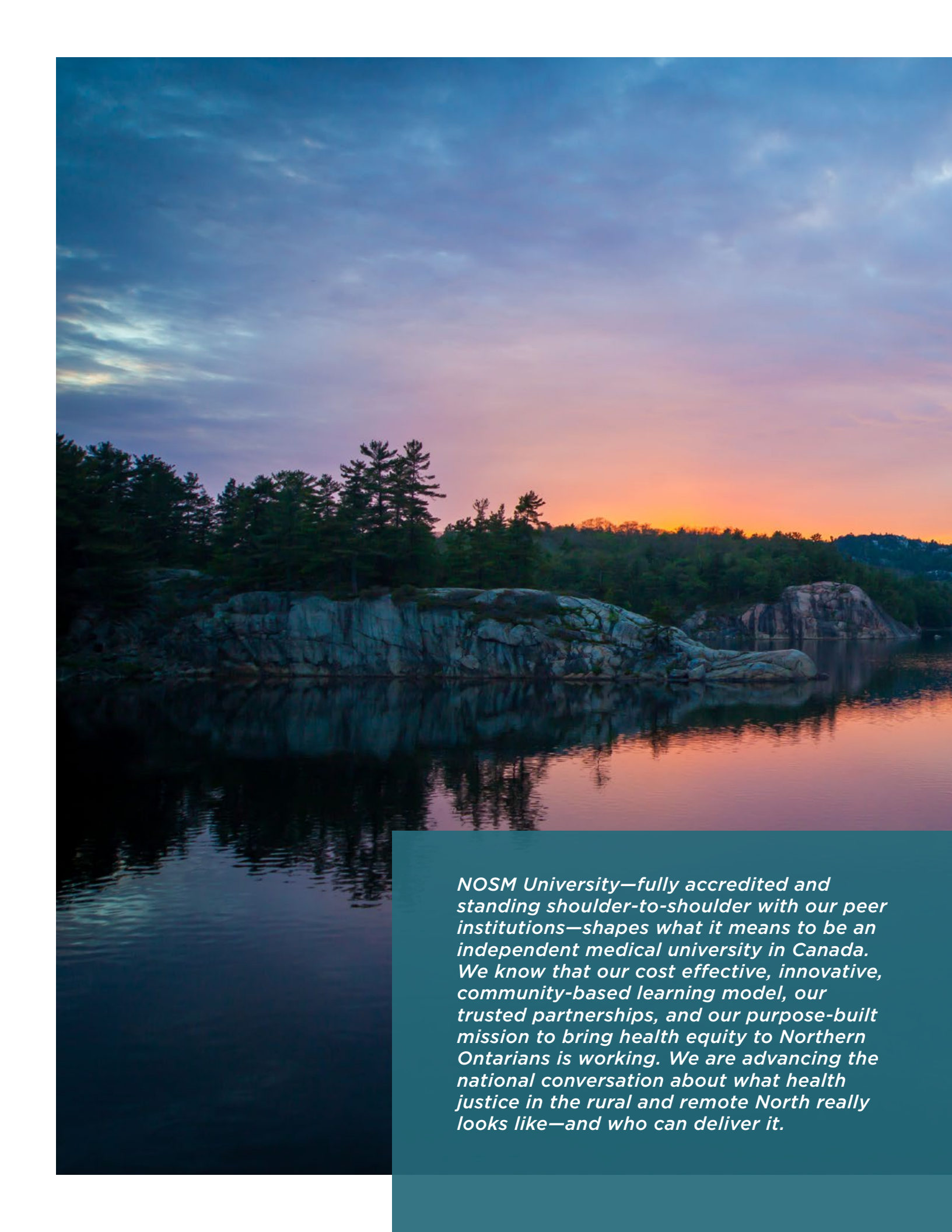
OUTCOMES

- ✓ Establish research partnerships, networks and clusters including those with a cultural focus
- ✓ Strong capacity in research and analytical processes
- ✓ Develop interdisciplinary centres
- ✓ New research opportunities for learners and faculty

Demonstrating Impact

These articles highlight evidence of progress toward the fourth strategic direction—Strengthening Research Capacity in Northern Ontario—showcasing how NOSM University is advancing health equity, innovation, and community-driven research through strategic partnerships, interdisciplinary centres, and a growing network of researchers committed to improving health outcomes across the North.

- NOSM University and Lakehead University signed a five-year research agreement; [new research agreement was negotiated with Laurentian University](#)
- Re-integration to the Medical Education Committees at HSN Sudbury and Thunder Bay Regional Health Sciences Centre
- NOSM University and Algoma University [signed a collaboration agreement](#) to address mental health and addictions challenge
- Purchase and implementation of ROMEO software for research project management
- Established the [Dr. Gilles Arcand Centre for Health Equity](#)
- [Launch of NORTH—Northern Ontario's first primary health-care database and network](#)
- [Researchers at the Dr. Gilles Arcand Centre for Health Equity receive \\$2.43M SSHRC grant to address local health priorities](#)
- [Empowering Northern Ontario communities through research](#)
- [NOSM University research: a nexus in understanding](#)
- [Behind every superhero is a great researcher](#)
- [Transformative virtual health care](#)
- [The epidemic within the pandemic](#): The mental health crisis in Northern Ontario
- [Northern Ontario data to shape uniquely Northern primary care research](#)
- [Leveraging research partnerships to improve planning in the North](#)
- [Trauma research unique to the North](#)
- 2023 | [Impressions](#)
- 2022 | [Reflections](#)
- 2021 | [A Treetop View](#)



NOSM University—fully accredited and standing shoulder-to-shoulder with our peer institutions—shapes what it means to be an independent medical university in Canada. We know that our cost effective, innovative, community-based learning model, our trusted partnerships, and our purpose-built mission to bring health equity to Northern Ontarians is working. We are advancing the national conversation about what health justice in the rural and remote North really looks like—and who can deliver it.



STRATEGIC DIRECTION # 5

Becoming a University



STRATEGIC DIRECTION # 5

Becoming a University

Though not part of the original strategic plan, Strategic Direction 5 marked a historic milestone as NOSM University became Canada's first fully independent medical university. This transition was successfully achieved through determined leadership, structural development, and a continued commitment to academic excellence.

Governance was a central focus, with the establishment of NOSM University's inaugural Board of Governors (2022) and Senate (2023). Key leadership roles were filled, including the hiring of the inaugural Provost and Vice-President Academic and the appointment of Dr. Cindy Blackstock as the first Chancellor, reinforcing NOSM University's mission of social accountability and equity.

Operational capacity was strengthened with the creation of the Offices of Admissions and the Registrar, alongside the implementation of robust regulatory compliance frameworks. NOSM University also joined the Council of Ontario Universities, solidifying its place within Ontario's broader academic landscape.

To support future growth, NOSM University is developing a Capital Master Plan, ensuring the physical infrastructure aligns with the university's long-term vision. At the same time, the Institutional Quality Assurance Process (IQAP) was fully implemented, and an Academic Quality Assurance Committee was established to promote continuous academic improvement.

Supporting learners remained a priority, with the creation of Learner Support Services to assist students academically, personally, and financially. The University also made strides toward tri-agency funding eligibility, laying the groundwork for future research expansion, and secured essential library licenses to ensure access to academic resources.

Additional successes underscore the university's momentum: the first \$50 million was raised for the Student Endowment Fund, the Dietetic Practicum Program received full national accreditation, and the External Relations team earned national and international awards. A \$1 million gift from the Slight Family Foundation to support BIPOC women in medicine further affirmed NOSM University's leadership in equity-focused education.



OUTCOMES

- ✓ Establish effective governance
- ✓ Set the stage for future growth by strengthening the foundation
- ✓ Maintain academic excellence throughout the transition to NOSM University
- ✓ Build an appropriate research structure befitting a standalone University

Demonstrating Impact

These articles highlight evidence of progress toward the fifth strategic direction—Becoming a University—marking a historic milestone as NOSM University transitioned into Canada's first independent medical university. Read about how bold leadership, strengthened governance and a commitment to academic excellence lay the foundation for future growth and continues impact across the North.

- Established inaugural [Board of Governors](#); inaugural Senate; hired inaugural [Provost and Vice President Academic](#); [Dr. Cindy Blackstock](#) appointed NOSM University's inaugural Chancellor
- Offices of Admissions and the Registrar established
- Established regulatory compliance procedures and framework
- Joined the Council of Ontario Universities
- Renegotiated existing leases and agreement
- Undertaking the development of a new Capital Master Plan to address future space and infrastructure needs, supporting the university's growth
- NOSM University's Institutional Quality Assurance Process (IQAP) fully implemented
- Establishment of the Academic Quality Assurance Committee
- Closer ties between the Provost's Office and UME, PGME, CEPD and Health Sciences
- [Learner Support Services established](#) to offer supports to assist learners academically, personally and financially
- In the process of gaining approval for tri-agency funding eligibility
- Established new library licenses required of a university
- Raised the First \$50 million for the NOSM University Student Endowment Fund
- [NOSM University Dietetic Practicum Program receives full national accreditation](#)
- [NOSM University's External Relations team wins prestigious national and international awards](#)
- [Slaight Family Foundation donates \\$1 million to NOSM to support BIPOC women in medicine](#)





Strategic Enablers

People. Resources. Infrastructure. Resilience.

NOSM University is making strategic investments in our people, resources and infrastructure by living the principles of equity, diversity and inclusion; encouraging creativity; supporting the well-being of the NOSM University community; rewarding innovation; and, eliminating bureaucracy. NOSM University realizes ongoing growth and sustainability through its investment in its people, resources and infrastructure while investing in cutting edge technology and wellness for all our constituents.



Strategic Enablers

People. Resources. Infrastructure. Resilience.

NOSM University's strategic enablers are foundational elements that support the institution's mission to improve the health of Northern Ontarians through socially accountable education and research. These enablers focus on four key areas: People, Resources, Infrastructure, and Resilience. NOSM University has made significant progress in advancing the four strategic enablers that support its vision of transforming health care in Northern Ontario. These efforts reflect a commitment to fostering a resilient, inclusive, and future-focused institution. The University has prioritized **valuing its people**, focusing on mentorship, leadership development, and recognizing the achievements of faculty, staff, and learners. Additionally, the institution

has strengthened the sense of identity and inclusion within its community, particularly among Indigenous and Francophone graduates.

In managing resources, NOSM University has made strides in fostering a culture of philanthropy and advancement, alongside diversifying its resource base to ensure long-term sustainability. Strong governance and stewardship are also key to the University's continued growth and success.

Investment in infrastructure is another notable achievement, with improvements in both physical spaces and digital tools that enhance learning and research capabilities. The use of big data further underscores

NOSM University's commitment to leveraging technology for informed decision-making and strategic planning.

Finally, NOSM University has actively worked to **sustain resilience** by focusing on wellness, equity, and community spirit. Efforts to promote inclusivity, psychological safety, and a shared sense of purpose have contributed to a strong, supportive environment for the entire NOSM University community. These combined initiatives highlight NOSM University's dedication to advancing its strategic goals and making a lasting impact on health care in Northern Ontario.



Demonstrating Impact

These articles highlight the tangible progress NOSM University has made in advancing its strategic enablers—People, Resources, Infrastructure, and Resilience—demonstrating how these foundational pillars are driving sustainable change and strengthening the institution's capacity to transform health care in Northern Ontario. Through intentional investment and inclusive practices, NOSM University is building a future-ready university grounded in equity, innovation, and community.

- [Daring leadership in an ever-changing and unpredictable world](#)
- [What wellness looks like in the North](#)
- [Building a culture of wellness, respect, and equity](#)
- [NOSM staff build critical relationships](#)
- [NOSM 'Ask Alumni' event builds a culture of mentorship](#)
- [Big data is key to identifying strategic opportunities for health care in Northern Ontario](#)
- [Fostering a culture of philanthropy and advancement](#)
 - [The Future Will See You Now](#)
 - [A donor who made a difference](#)
- ['From my heart'](#)
- [Investing in our Infrastructure](#)
- Awards and Recognition
 - [Superheroes in action](#)
 - [A grateful nod to the board](#)
 - [Portraits honour the stories of Indigenous MD graduates](#)
 - [NOSM University Achievement Celebration](#)
 - Outstanding faculty, learners and staff at NOSM University in [2024](#) and [2023](#)



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