



FALL
26

PRESIDENT'S
REPORT



Rooted
in the North.



NOSM
UNIVERSITY

CONTENTS

PILLAR 1 DELIVER EXCEPTIONAL HEALTH EDUCATION FOR THE NORTH	4
PILLAR 2 BUILD SECTOR-LEADING PARTNERSHIPS WITH COMMUNITY, EDUCATION AND HEALTH PARTNERS	5
PILLAR 3 ADVANCE RESEARCH AND GRADUATE STUDIES IN THE NORTH	6
PILLAR 4 STRENGTHEN NOSM UNIVERSITY’S FOUNDATIONS TO ENABLE GROWTH	7
STRATEGIC PLANNING HEAT MAP	8

Dear Members of the Board,

I am pleased to present the first progress update on *Rooted in the North: NOSM University's 2026–2030 Strategic Plan*.

Implementation is underway across all four pillars. This inaugural report establishes a baseline for Board oversight and provides a foundation for consistent progress reporting throughout the life of the plan. It highlights early accomplishments, work in progress and the foundational activities necessary to support long-term results.

As expected at the beginning of a five-year plan, initiatives are advancing at different rates. Several have already reached significant milestones, while others remain focused on essential groundwork, including planning, consultation, partnership development, policy development and data collection.

The completion percentages presented in the heat map reflect each initiative's overall stage of implementation. They should not be interpreted as performance ratings. A lower percentage may be entirely consistent with an initiative's approved timeline, particularly where progress depends on annual reporting cycles, external funding, regulatory approvals or milestones scheduled for later years.

This first update demonstrates encouraging momentum and a strong institutional commitment to translating our strategic priorities into meaningful action. As implementation continues, future reports will provide the Board with a clearer view of progress, emerging risks and measurable outcomes across the four pillars.

Thank you for your continued guidance and oversight as we advance this important work on behalf of the people and communities of Northern Ontario.

Sincerely,

Dr. Michael Green

President, Vice Chancellor, Dean and CEO



PILLAR 1

DELIVER EXCEPTIONAL HEALTH EDUCATION FOR THE NORTH

Progress under Pillar 1 is focused on building the foundations for exceptional, inclusive and responsive health education. The ten activities supporting the integration of culturally and contextually appropriate curriculum have been consolidated into a coordinated work plan, areas of overlap have been identified, and consultation with curriculum theme chairs has informed implementation and tracking tools to be shared with the Data Stewardship Office (**Initiative 1**). Work is also beginning to strengthen recruitment pathways and learner experiences for Northern, Indigenous, Francophone, rural and Black learners. The long-term objective is to demonstrate measurable improvements by 2031 through application growth, learner satisfaction, equity-informed quality improvements and successful accreditation outcomes (**Initiative 2**).

Interest-holder engagement related to data sourcing has commenced to support the development and measurement of innovative, community-led teaching models (**Initiative 3**). Planning also continues for new academic programs and continuing education offerings that respond to community needs and support financial sustainability (**Initiative 4**). New program development will be reported against proposal-submission milestones, while continuing education results will be reported through the annual data cycle. As a result, Initiative 4 currently shows no percentage completion, although planning is underway and measurable progress will become evident as program and reporting milestones are reached.



PILLAR 2

BUILD SECTOR-LEADING PARTNERSHIPS WITH COMMUNITY, EDUCATION AND HEALTH PARTNERS

Progress under Pillar 2 is strengthening NOSM University's alignment with health-system and education partners. The first research table of the Academic Health Sciences Network (AHSN) of the North has been established, annual planning sessions with AHSN have been completed, and Advancement is exploring external support for strategic health-system alignment positions through endowed chairs. Resources have also been developed with NOAMA to support clinical faculty leadership (**Initiative 5**).

Partnership-based academic programming is well advanced. The five-year target to co-develop two program plans with educational partners has already been achieved through the Northern Practice Pathway for McMaster University's physiotherapy, occupational therapy and speech-language pathology programs, and the Northern Stream of the Physician Assistant Consortium with the University of Toronto, with the first intake planned for fall 2027. Future work will monitor the recruitment of Northern learners, graduate practice locations and health-workforce gaps that could inform additional educational offerings (**Initiative 6**). Relationship building with Indigenous, Francophone and rural communities continues as a long-term priority; however, future reporting should identify more specific implementation milestones and outcomes (**Initiative 7**). Work with municipalities, First Nations and communities on policy, sustainable operations and funding opportunities has not yet commenced and will require an implementation plan and initial milestones aligned with broader advocacy, infrastructure and growth planning (**Initiative 8**).



PILLAR 3

ADVANCE RESEARCH AND GRADUATE STUDIES IN THE NORTH

Progress under Pillar 3 is strengthening the systems, partnerships and institutional infrastructure required to expand the reach and impact of Northern-focused research. Data sources and criteria have been established to identify research-active faculty, learners and residents, providing the foundation for an ORCID collection, verification and annual update process. Development of the institutional repository is ahead of schedule, with an initial version operational and full implementation anticipated once functionality is confirmed and a communication plan and support structure is in place to support institution-wide roll-out. The cross-divisional research seminar series has also been launched, with the first seminar delivered, while grant-development supports are being designed to strengthen collaboration and sponsored research submissions (**Initiative 9**).

Collaborative research with Northern communities and partners is advancing through the development of a web-based research network and a communications strategy highlighting partnered research. Two international knowledge-sharing events have taken place, 20 fellows have received training in Socially Accountable Research Methods and Approaches, and operational processes at the Dr. Gilles Arcand Centre for Health Equity remain on track (**Initiative 10**).

Significant progress has also been made in establishing the infrastructure required to pursue sponsored research funding. NOSM University's application for Tri-Agency eligibility has been submitted and is pending approval; authorization to apply for and administer Canada Foundation for Innovation funding was received in May; and Research Administration and Animal Care and Use policies have been approved. The Canadian Council on Animal Care program review visit took place on July 9, with the Good Animal Practice Certificate pending the review report (**Initiative 11**). Work to strengthen learner and faculty research capacity remains at an early stage, with KPIs still being developed to enable consistent measurement and reporting over the life of the Strategic Plan (**Initiative 12**).



PILLAR 4

STRENGTHEN NOSM UNIVERSITY'S FOUNDATIONS TO ENABLE GROWTH

Progress under Pillar 4 is strengthening the organizational, physical and workforce capacity needed to support NOSM University's continued growth. Work with NOAMA is underway to review and modernize academic and administrative structures. A steering committee and working groups have been established, with the first steering committee meeting planned for September. Capacity, workload, budget allocation and continued alignment with NOAMA will remain important considerations as implementation advances (**Initiative 13**).

Two significant capital infrastructure milestones have been achieved. NOSM University's first Capital Master Plan was approved by the Board of Governors in June 2026, and a new 20-year lease for the Sudbury campus with Infrastructure Ontario has been executed. Together, these milestones provide an important foundation for the University's long-term infrastructure priorities (**Initiative 14**).

Organizational effectiveness and workforce capacity are also advancing. The Alternate Work Arrangement Policy has been approved, with supporting guidelines still to be updated, and the Years of Service Recognition Program has been fully reinstated (**Initiative 15**). Initial consultations have begun on a university-wide performance management framework, and the review of professional development policies and programs is progressing, including revisions to the Contractual Professional Development Policy (**Initiative 16**).

AUGUST 31, 2026

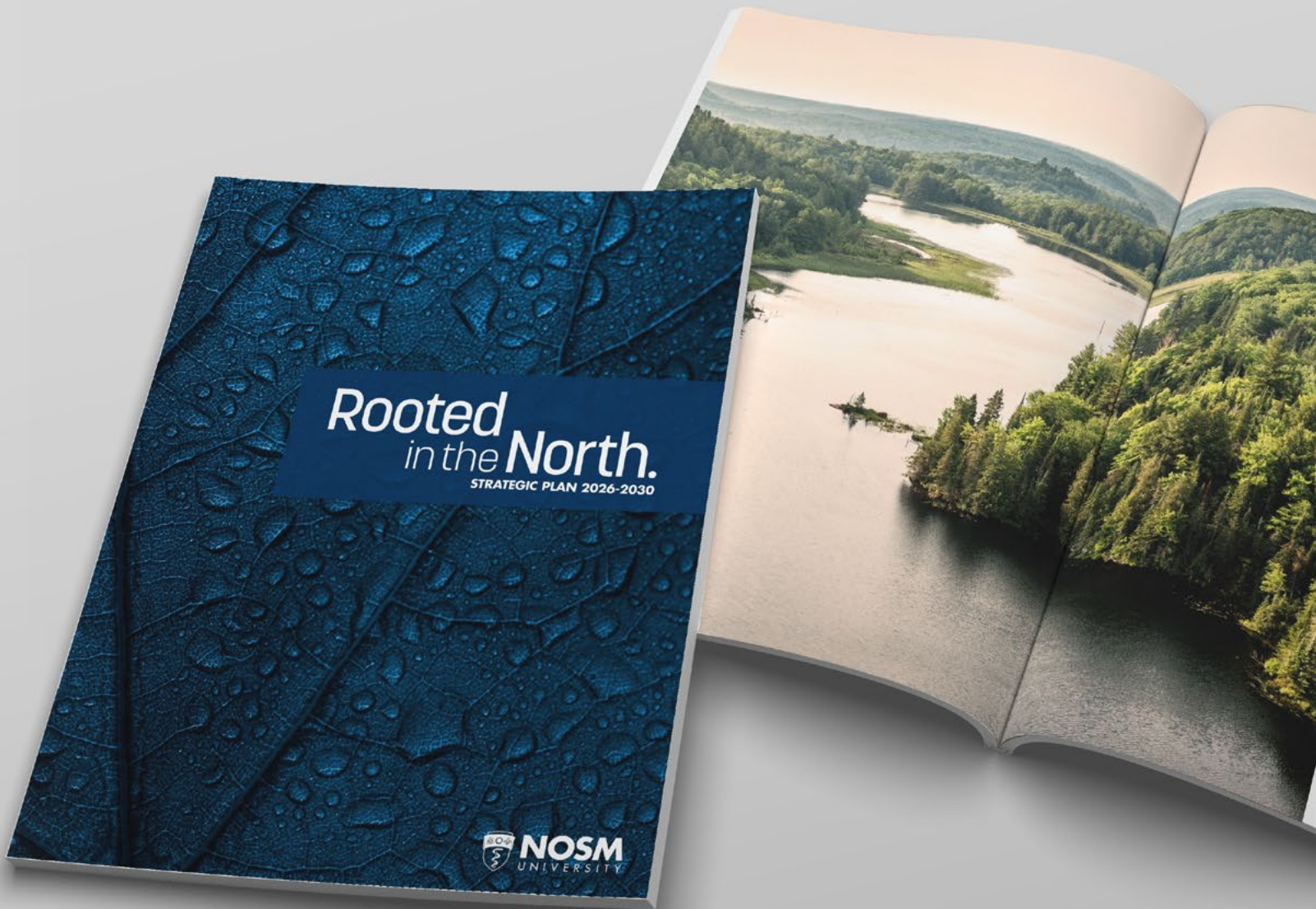
STRATEGIC PLANNING HEAT MAP

	Initiative	Complete %	Change %*
Pillar 1	1. Integrate culturally and contextually appropriate content into the curriculum	10	–
	2. Improve access and experience for Northern, Indigenous, Francophone and rural learners	10	–
	3. Develop innovative, community-led teaching models	5	–
	4. Develop new academic and continuing education offerings	0	–
Pillar 2	5. Enhance strategic alignment with health system partners	20	–
	6. Build academic offerings with partner universities, colleges and Indigenous educational institutes	60	–
	7. Strengthen partnerships with Indigenous, Francophone and rural communities	25	–
	8. Collaborate with municipalities, First Nations and communities on policy, sustainable operations and funding opportunities	0	–
Pillar 3	9. Strengthen leadership and impact of Northern-focused health research	20	–
	10. Pursue collaborative research opportunities with Northern communities and partners	10	–
	11. Set up and support research infrastructure to pursue sponsored research funding	30	–
	12. Develop learner and faculty research capability	10	–
Pillar 4	13. Update and modernize academic and administrative models to support new growth	5	–
	14. Stabilize capital infrastructure	27	–
	15. Increase organizational effectiveness and efficiency	29	–
	16. Build leadership and staff capacity	10	–

*Percentage Change Since Last Update

HEAT MAP COLOUR LEGEND

0	10	20	30	40	50	60	70	80	90	100
---	----	----	----	----	----	----	----	----	----	-----



Rooted in the North.

[STRATEGICPLAN.NOSM.CA](https://strategicplan.nosm.ca)



NOSM
UNIVERSITY