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Strategic  
Planning in  
Research at  
UHN

# Update: Strategic Planning in Research at UHN

## A special issue summarizing the strategic planning process

*The Future Project* proposes a path for realizing UHN's research potential based on building from strength, establishing priorities, and forging internal and external partnerships. —From *The Future Project*, 2002

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*The Future Project* represents the findings of the second phase of the UHN-wide strategic planning process—*Strategic Directions 2011*—currently underway.

More than 200 UHN staff participated in an intensive brainstorming and consultation process which took place over eleven weeks in spring, 2002.

Their goal? To determine the best way for UHN Research to achieve global impact in biomedical and health care research.

The result was *The Future Project: Strategic Plan for Research*, a document which was published in draft form in August 2002 and approved by the UHN Board in March 2004.

*The Future Project: Strategic Plan for Research* is now available in final form from the Office of the Vice President, Research.



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**Executive Summary—*The Future Project's* Strategies for Research**

# Excelling

## **Strategy #1:**

Become one of the top ten hospital-based research institutes in the world.

# Basis for Success: Funding and Our Team

## **Strategy #2:**

Earn increased and sustained support for UHN Research programs.

## **Strategy #3:**

Attract and retain scientific excellence while matching recruitment to resources.

# Innovating

## **Strategy #4:**

Establish Priority Platforms as scientifically innovative and integrative advisory bodies, and mandate Task Forces with long-term re-evaluation and planning.

## **Strategy #5:**

Adopt Priority Platforms as institutional foci for clinical and research integration.

## **Strategy #6:**

Allocate new space resources to convergence research programs based on the 4 Priority Platforms.

# Partnerships

## **Strategy #7:**

Establish and expand infrastructure to capture new business and partnership opportunities.

## **Strategy #8:**

Build on and market unique strengths to become a 'preferred partner' locally, nationally and internationally.

# **Decision-Making**

## **Strategy #9:**

Form a Research Council Executive to allow rapid response to opportunities.

## **Strategy #10:**

Incorporate Research, clinical and hospital operational leadership into Research Council membership to integrate decision-making.

### **Recent Progress**

Research continues to strive towards achieving the goals outlined above. Among other steps, in 2003/04 we have:

- Increased the total research budget to over \$150M for the first time (Strategy #2)
  - Working with the UHN Foundations, raised funds and launched recruitment for four new endowed chairs (#3)
  - Established the Priority Platforms and launched their planning processes (#4)
  - Established UHN Global Ventures to capture new business opportunities (#7), and
  - Altered the membership of the Research Councils to better integrate decision-making (#10)
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