A MESSAGE FROM THE DEAN

Fulfilling Our Potential, the Faculty of Medicine’s 2013–2014 Dean’s Report, focuses on progress towards the six goals of our Strategic Academic Plan 2011–2016. Having arrived at the midpoint of that plan, we are well poised to evaluate our success by measuring performance against these goals.

Our Faculty operates according to three core principles: “Integration, Innovation, Impact.” Inspired by our vision to achieve international leadership in improving health through innovation in research and education, we recognize that through integration across our Faculty, as well as with our affiliated hospitals/research institutes, we create an unprecedented environment for innovation with meaningful impact on improving health.

I am proud of the accomplishments presented in this Report, including — but not limited to — the outstanding accreditation results achieved by all our health professions education programs; the continued increase in external research funding; global ranking recognition of our academic excellence and impact; the dedication of our faculty members to improving health systems in middle- and lower-income nations; reaching our targets for fundraising; and strengthening infrastructure to improve learning and research environments.

We will continue to pursue our goals through curriculum renewal across all of our education programs; better performance measures for research productivity and impact; strategic fundraising to address the challenges posed by fiscal constraints; and a significant overhaul of space and infrastructure for on-campus biomedical research and graduate education.

What have we learned during this process of carrying out our strategic plan?

First, we are an integrating force in education and research. The Fraser Mustard Institute for Human Development is a prime example of this interdisciplinarity, spanning the University and our affiliated hospitals/research institutes with the promise of innovation and new knowledge generation. The launch of the Toronto Dementia Research Alliance and the Medical Psychiatry Alliance are also examples of new partnerships that will uniquely position us to address complex, urgent health challenges affecting vulnerable populations. Would such collaboration be possible without the Faculty of Medicine in the lead? Perhaps. But not easily. We, the Faculty, make such effective integration possible.

Second, the Faculty of Medicine is a destination that attracts bold and brilliant thinkers. All of our academic units are demonstrating their world-class leadership. As a result, our students, staff and faculty are recognized as being the best among their peers. These contributions must be valued and celebrated.

As the philosopher Heraclitus said: “The only constant is change.” Our Faculty must continue to evolve rapidly and strategically. Through these efforts, we fulfil our potential as international leaders who understand social responsibility, moving ever forward towards improving health worldwide.

Catharine Whiteside MD, PhD
Dean, Faculty of Medicine,
Vice-Provost, Relations with Health Care Institutions
FULFILLING our POTENTIAL

UNIVERSITY OF TORONTO
FACULTY OF MEDICINE
What does it mean to fulfil our potential? For the Faculty of Medicine, it means tackling complex and emergent health care challenges facing people in Canada and around the world with unrelenting determination. It means pursuing interdisciplinary basic fundamental and clinical research that provides answers to relevant questions about disease mechanisms. It means an unwavering commitment to improving health by preventing and curing disease and promoting wellness through the application of new knowledge.

**U of T Medicine Harnesses Its Collective Advantage**

The Faculty of Medicine works collaboratively to achieve its objective of a thriving academic health science network that improves the health of individuals and populations at home and abroad. We do this through the collective research and educational power of some of the world’s leading hospitals, interdisciplinary centres and research institutes.

**Interdisciplinary Centres and Institutes**

In the last three years we have seen considerable growth in the quantity and productivity of our interdisciplinary centres and institutes, as well as ongoing efforts to pursue unique sources of public and private funding. Since October 2011, we have created several new research-intensive entities, known at the University of Toronto as Extra Departmental Units (EDUs):

- **Fraser Mustard Institute for Human Development**
  Major Partner: Ontario Institute for Studies in Education

- **Institute for Global Health Equity and Innovation**
  Major Partner: Dalla Lana School of Public Health

- **Centre for Child Nutrition, Health and Development**
  Collaboration among the Departments of Nutritional Sciences, Family and Community Medicine, and Paediatrics

- **Centre for Collaborative Drug Research**
  Collaboration among the Departments of Pharmacology and Toxicology (lead) and Psychiatry, with the Leslie Dan Faculty of Pharmacy and the Centre for Addiction and Mental Health

**Drug resistance. Drug interaction. Combinations of conventional and natural medication.** As the new Chair of the Department of Pharmacology and Toxicology, Professor Ruth Ross is playing a key role to enhance our understanding of these critical issues in the study and practice of medicine. A new, multidisciplinary initiative she is helping to form — the Centre for Collaborative Drug Research (CCDR) — brings together the Centre for Addiction and Mental Health, the Leslie Dan Faculty of Pharmacy and the Faculty of Medicine to spur innovation in drug research. The CCDR’s research themes — pharmacogenomics, epigenetics and personalized pharmacotherapy; new drug targets in neurobiology; and, natural products in health and disease — are intended to optimize treatment of disease through the identification of new drugs.

“The goal,” says Professor Ross, who is also a senior scientist at the Campbell Family Mental Health Research Institute (CAMH), “is to foster more interdisciplinary collaboration in order to generate new medicines.”

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1 The University of Toronto's Extra Departmental Unit taxonomy highlights a range of interdisciplinary research centres that, depending on category, differ in size, scope and approval protocol. The EDUs listed above are all categorized as “type C,” signifying that while they do not offer degree programs of their own, they require Faculty Council approval in order to become established welcome scholars from within and beyond the Faculty to pursue highly integrative scholarship.
FULFILLING OUR POTENTIAL

Toronto Academic Health Science Network

The Toronto Academic Health Science Network (TAHSN) is one of the largest academic health partnerships in North America. The network is comprised of the University of Toronto and its affiliated academic hospitals; these organizations work together to provide high quality patient care, conduct innovative research, offer top-quality education programs and participate in knowledge-translation activities.

In 2011, the University of Toronto, with oversight by the Vice-Provost, Relations with Health Care Institutions, renewed its affiliation agreements with all TAHSN member hospitals. In 2013, the renewal process was completed for our community affiliates. These agreements are critical to our health sciences teaching and research enterprises and reflect the evolution of the partnership between U of T and the TAHSN hospitals.

Mississauga Academy of Medicine

Our Faculty’s collective advantage comes, in part, through strong partnerships across the Greater Toronto Area (GTA). Opening the Mississauga Academy of Medicine (MAM) in 2011 has allowed us to strengthen our ties with the western GTA community.

With MAM now in its third year of operation, its intake of 54 students per year has enabled the Faculty to increase the overall number of first year MD students to 259. In addition to classroom and laboratory components of the undergraduate MD curriculum, MAM students are now beginning clerkship at Trillium Health Partners. “The partnership between MAM and Trillium is invaluable to me,” says Robin Kaloty, a third year MD student and Mississauga resident. “I feel fortunate to be able to develop my practical skills in a health care setting that offers an optimal teacher to learner ratio.” Robin thrives in her new environment, noting that the experience of caring for patients in her own community “is both stimulating and immensely gratifying.”

Toronto Academic Health Science Network Agreements:

FULL AFFILIATION:
- Baycrest
- Centre for Addiction and Mental Health
- Holland Bloorview
- Mount Sinai Hospital
- Hospital for Sick Children
- St. Michael's Hospital
- Sunnybrook Health Sciences Centre
- University Health Network
- Women's College Hospital

TAHSN ASSOCIATE AFFILIATION:
- North York General Hospital
- St. Joseph’s Health Centre
- Toronto East General Hospital
- Trillium Health Partners

COMMUNITY AFFILIATION:
- Bridgepoint Health
- Humber River Regional Hospital
- Lakeridge Health
- Markham Stouffville Hospital
- Ontario Shores Centre for Mental Health Sciences
- Providence Healthcare
- Royal Victoria Regional Health Centre
- Scarborough Hospital
- Southlake Regional Health Centre
- Waypoint Centre for Mental Health Care
- West Park Healthcare Centre

NON-HOSPITAL (CLINICAL SITE) AFFILIATION:
- George Hull Centre for Children and Families
- Hincks-Dellcrest Centre
- Surrey Place Centre
Collaborative Interdisciplinary Networks

The Faculty of Medicine is deeply engaged in major network-wide alliances among the TAHSN hospitals to help integrate research, education and clinical care in top priority areas. Through the collaborative work of our researchers, an exciting framework for TAHSN-wide synergies has emerged. A task force led by the Dean in 2013 has inspired the development of a new type of interdisciplinary network that extends beyond the realm of the University and the EDU structure and function into the clinical programs of the hospitals affiliated with the University of Toronto.

Equity and Diversity

The Faculty of Medicine embraces the principles of equity and social justice in all its work. We recruit and retain students, faculty and staff that reflect Canada’s multiculturalism and deliver programs and curricula that prepare our graduates to meet the needs of diverse communities in Canada and around the world. Among our strategic objectives is the recruitment of students identifying as Indigenous Peoples of Canada (First Nations, Inuit, and Métis), as well as people from high priority sections of the Greater Toronto Area.

In 2011, the Office of Undergraduate Medical Professions Education created the Indigenous Student Application Program (ISAP), which promotes and supports Indigenous student entry into the medical school. ISAP works closely with the Office of Indigenous Medical Education to recruit Indigenous students, support enrolled students of Indigenous background and develop curriculum pertinent to Indigenous health concerns.

From left: Jason Pennington, Rochelle Allan (Indigenous Peoples’ Program Coordinator) and Cat Criger (U of T Aboriginal Elder).
Social Responsibility

Tomorrow’s health professionals will fulﬁl their potential by integrating social responsibility into their practice. Since the launch of our Strategic Academic Plan, the Faculty has made several enhancements to the curriculum of all its health professions’ education programs — most notably in the MD program. We have placed more focus on traditionally underserved populations and social determinants of health. An increased amount of clinical learning is now required at community-based sites to enable our students to experience ﬁrst-hand how health care is delivered to the vast majority of individuals in our society.

The student-run, student-funded IMAGINE clinic continues to set the standard in social responsibility, providing service to marginalized populations in Toronto. Through a team of interprofessional clinic volunteers — students from medicine, pharmacy, nursing and social work — combined with support from U of T’s Medical Society, IMAGINE is now able to remain open year-round, and is broadening its scope to include advocacy efforts and research. In June 2014 the clinic’s leadership team will host their peers from student-run medical clinics across Canada in an effort to learn and share best practices.

From October 2012 to December 2013:

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Integrated Medical Education

The Faculty of Medicine has clinical teaching sites throughout the Greater Toronto Area and beyond. This creates both challenges and opportunities in attracting, retaining, monitoring, developing the academic careers of and valuing community preceptors. The Office of Integrated Medical Education (IME) ensures a sustainable framework for producing health care professionals who meet the needs of society. In just two years’ time, the IME initiative has responded strategically by establishing a new system for payment of clinical preceptors; addressed gaps in policies and procedures; managed rapid growth in undergraduate and postgraduate positions; and linked newly appointed clinical faculty to professional development supports. In 2013, the accreditation of Postgraduate Medical Education by the Royal College of Physicians and Surgeons of Canada and College of Family Physicians Canada commended the Office of Integrated Medical Education as a major strength.

Funding

$7.69 MILLION
95%
+12.5%

Total funding provided to community-based preceptors between 2011 and 2013
Utilized funding budget provided by the MOHLTC in 2012–2013
Growth in funding between 2011 and 2013

Community-Based Faculty Appointments

774 2,138
June 2010 June 2013
Sharing Our stories

Providing an internationally trusted, credible source of news about health and biomedical research is a duty the Faculty of Medicine takes seriously. In the two years since establishing the Office of Strategic Communications and External Relations (OSCER), the Faculty has made significant strides in revitalizing its public profile. OSCER’s management of the communications, strategic planning, international relations and public affairs activities has resulted in a dynamic and flourishing social media presence; a redesigned U of T Medicine magazine; building the Faculty of Medicine’s new website; an upgraded internal communication platform and strategy; and more strategic mentions in broadcast, print and online media.

“Being in the lab, working on health challenges at the molecular level, while simultaneously learning the clinical skills I will need as a physician gives me the best of both worlds. That’s what I was looking for in an MD/PhD program, and that’s what I’m getting.”

— Enoch Ng  MD/PhD Student
MEASURING OUR PERFORMANCE

Accreditation

Accreditation of our health professions degree programs are conducted regularly by external bodies. The Faculty has undergone six accreditation reviews since October 2010. All were highly successful, with full status being achieved in each instance. Over the next two years, the Faculty of Medicine will undergo accreditation reviews for Speech-Language Pathology (2015), Physical Therapy (2016) and Occupational Therapy (2017).

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Rankings

The Faculty of Medicine remains highly competitive in all major international ranking systems, playing a key role in similarly positive results for the University of Toronto as a whole.

Times Higher Education¹

This year’s Times Higher Education ranking saw the Faculty of Medicine climb seven spots in the ‘Clinical, Pre-Clinical and Health’ subject category, from 22 to 15, with an overall score of 80.8 out of 100. A detailed analysis of our scores provided some noteworthy results, for example, in ‘Research,’ where we place third, behind Harvard and the Karolinska Institute; ‘Teaching,’ where we score second to Harvard; and, ‘Industry Income’ where our score is the highest of all six comparator institutions.

OVERALL WORLD RANKING 2011–2014

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CLINICAL, PRE-CLINICAL AND HEALTH 2011–2014

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The National Taiwan University (formerly known as the Higher Education Evaluation and Accreditation Council of Taiwan) ranked U of T fifth worldwide in its Clinical Medicine category remaining first in Canada. Two other Canadian universities rank in the top 50 of the Clinical Medicine category — University of British Columbia (32), McGill (36). U of T’s scores in the Life Sciences category are similarly strong, demonstrating the University’s consistently strong research performance in medical science disciplines.

### OVERALL RANKING 2010–2013

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### CLINICAL MEDICINE RANKING 2010–2013

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### LIFE SCIENCES RANKING 2010–2013

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### QUACQUARELLI SYMONDS (QS) WORLD UNIVERSITY RANKINGS

#### OVERALL RANKINGS

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Karolinska Institute is not included in overall ranking as it is considered by QS as a health/medicine specialty institution.

#### SUBJECT-SPECIFIC CATEGORY: MEDICINE

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1 The Times Higher Education World University Ranking uses Thomson Reuters Web of Science as its primary source. Scores are based on 13 performance indicators, divided into five areas: teaching (30%), research (30%), citations (30%), industry income/innovation (2.5%); and, international outlook: staff, students and research (7.5%). The University of Toronto — by way of the Office of Government, Institutional and Community Relations — provides and signs off on data for use in the Times Higher Education rankings.

2 The National Taiwan University Ranking (NTU) employs bibliometric methods to analyze and rank the scientific papers and performances of the top 500 universities in the world. The selection of the 500 universities for inclusion in this project is primarily based on information obtained from the Essential Science Indicators (ESI). Data used to assess the performances of the universities is drawn from Web of Science (WOS), which includes SCI and SSCI, and Journal Citation Reports (JCR). The methodology includes eight indicators and represents three different criteria of scientific performance: research productivity (25%), research impact (35%) and research excellence (40%).

3 The QS Overall Ranking includes six measures: academic reputation (40%), employer reputation (10%), international student and faculty scores (5% each), student-faculty ratio score (20%) and citations (20%). The largest weighting, academic reputation, is determined by responses to a survey, distributed worldwide to over 62,000 academics, employers and institutional leaders. Employer reputation is also calculated using survey responses. The University of Toronto — by way of the Office of Government, Institutional and Community Relations — provides and signs off on data for international faculty, international students and student-faculty ratio. Citation scores are calculated using Scopus.
Our biosciences and medical research enterprise is a hub of innovation that is changing how people think about disease, treatment and prevention. Through collaborations across TAHSN, the University of Toronto health science faculties, the humanities and the social sciences, the Faculty of Medicine is realizing its vision of improving health worldwide.

From the earliest cellular stages of human existence, to infant and child development; from illness prevention to treatment therapies for complex disorders — **we are answering questions of societal relevance and confronting the key health concerns of our time.**

**We Value Creative Approaches to Improving Health**

The Faculty’s researchers are in constant pursuit of new knowledge, leading research innovation and working across disciplines within and beyond the health sciences. As an example, researchers funded by the McLaughlin Centre — through the Accelerator Grant program — are performing outstanding genomics research close to the patient. Established under the leadership of the McLaughlin Centre Director Stephen Scherer, these grants ensure synergy between basic genomics research and clinical application that will deliver personalized medicine for the benefit of Canadian families.

Since the Accelerator Grants were launched in 2011, 40 projects have been supported that explore the genetic foundation of disorders such as Alzheimer’s disease, juvenile myoclonic epilepsy, cystic fibrosis and advances in genetic counselling. In 2013, 15 projects were supported that engaged Principal Investigators at Public Health Ontario and TASHN partners, including the Centre for Addiction and Mental Health, The Hospital for Sick Children, Mount Sinai Hospital, the University Health Network and Women’s College Hospital. Through the extended reach of these projects, we have also engaged researchers at Holland Bloorview Kids Rehabilitation Hospital, Memorial University, North York General Hospital, the Ontario Cancer Institute, the Ontario Institute for Cancer Research, Toronto Public Health and St. Joseph’s Hospital. These robust partnerships are finding timely answers and establishing a vast research network.

We are also benefiting from new collaborations between research centres within our Faculty. The Banting & Best Diabetes Centre (BBDC) and the Heart & Stroke Richard Lewar Centre of Excellence in Cardiovascular Research (HSRLCE) have joined together to offer new grants to support research focused on diabetes and heart disease. Led by the two centres’ directors, Gary Lewis and Michael Farkouh, and supported by Vice-Dean of Research and International Relations Alison Buchan, these grants are intended to make the University of Toronto an international leader in the study of diabetes and heart disease. They have the further benefit of encouraging greater collaborations between the BBDC and the HSRLCE, while fostering bench-to-bedside translational research and outstanding opportunities to train graduate students.
A Thriving Community of Scholars, Committed to Supporting Research

Grant Development

Answering the complex questions underlying health versus disease requires tireless dedication. Supporting researchers in that work is fundamental to the Faculty of Medicine’s mission and vision. To increase the success rate of our grant applications, the office of the Vice-Dean, Research and International Relations, instituted a grant development service for researchers submitting applications for the Canadian Institutes of Health Research (CIHR) open competitions which, in Fall 2013 saw a success rate of 50%. Our service enjoys a success rate consistently higher than the University as a whole and that of institutions nationwide (20%).

Canada Research Chairs

CRCs were held by our Faculty members across the Toronto Academic Health Science Network

2012-2013

Endowed Chairs Held Across the Toronto Academic Health Science Network (TAHSN)

2010-2011

2011-2012

2012-2013

U of T Medicine Research

A Strategic Vision

The 2012–2017 research strategy identifies four thematic and five platform areas that support the direction of research across the Faculty.

Areas: complex disorders (cardiovascular disease, diabetes, musculoskeletal disease, cancer); global health; human development; and neuroscience and brain health.

Platforms: cell and systems biology; functional imaging; health informatics; knowledge transfer; and “omics.”

The Faculty has identified the researchers active in these areas and tracked the funding received over the last five years. The goal is to increase funding in each category by a minimum of 10% over the next four years.
“A world class infrastructure lets us attract world class research talent. This is how we create new knowledge that improves health and strengthens the economy. Our discoveries will create new industries and jobs for the future.”

— Cindi Morshead

Professor, Department of Surgery
Chair, Division of Anatomy
Research Funding

The Faculty’s Strategic Academic Plan emphasizes aggressive pursuit of research funding. Since we launched our Plan in 2011, funding has increased steadily, with the largest growth in the Canada Foundation for Innovation/Ontario Innovation Fund and from philanthropic gifts.

The TAHSN research community received $974 million in funding for 2012–2013, including $260 million from the Canada Foundation for Innovation for renewal of research laboratories and core facilities. Funding for core operations from Canadian Tri-Council grants and the health charities sector has remained stable over the past five years.

But beyond these positive results looms a dramatic change in the landscape of Canadian health and biomedical research. In a climate of increasingly scarce federal funding for discovery science, the next three years will challenge the relative stability we have managed to maintain and will create unavoidable gaps in the funding we receive annually from the CIHR. In the next two years there will only be a single open-operating grant competition rather than the current two per year leaving many of our researchers with a minimum six-month gap.

What does this mean for U of T Medicine? We are committed to supporting faculty and students to fulfil their potential and are seeking out new, dynamic partnerships at home and around the world to help realize the vision of improving health worldwide. Through the combined effort of our Office of Advancement and Vice-Dean, Research and International Relations, we are actively seeking new sources of revenue from national and international foundations, the private sector and other partners to support our research endeavours.

Research Funding by Source
2012–2013

- CFI (28%)
- Tri-Council (17%)
- Federal Government (5%)
- Provincial Government (10%)
- Charities (15%)
- NIH and U.S. Government (3%)
- Industry (8%)
- U of T and TAHSN Foundations (11%)
- Other (3%)
Funding by Department, 2012–2013

Funding in Last Five Years by Research Theme

Funding in Last Five Years by Platform

Funding by Site, 2012–2013

CAMH (Centre for Addiction and Mental Health) HSC (Hospital for Sick Children) MSH (Mount Sinai Hospital) St. Mike’s (St. Michael’s Hospital) UHN (University Health Network) WCH (Women’s College Hospital)
EDUCATION

A Student-Centred Community

The Faculty of Medicine has made significant progress over the past academic year towards its overall strategic goals. Enhanced outreach initiatives, new programmatic offerings, and ample student support are all part of a holistic approach to student life. The Faculty places great value on its students’ success and is committed to helping them fulfil their potential. Emphases on improved access to education, maintaining optimal learning environments and delivering a socially responsible curriculum equip students to play a central role in preparing to achieve the Faculty’s vision of improving health worldwide.

Accessing World-Class Education

The University of Toronto is home to a diverse student population. The Faculty of Medicine is enriched by this diversity — not only does it promote a learning environment that embraces multiple ways of knowing, but it also ensures that tomorrow’s health professionals will reflect the communities they are being trained to serve.

To increase accessibility of medical school for students who may not otherwise consider a career in the health professions, the Faculty continues to reach out to the GTA’s secondary school population through the Summer Mentorship Program (SMP), which is in its twentieth year. In 2013, the total number of SMP graduates reached 671 students from traditionally underrepresented backgrounds, exposing them to university education and health sciences careers. Over the past year, increased outreach has doubled the number of applications to the program.

Faculty of Medicine graduate students comprise approximately 20% of U of T’s graduate population. The Faculty has fulfilled its commitment to aggressively expand graduate enrolment since 2010. As enrolment has grown, so too has funding for graduate awards, fellowships and bursaries; last year more than $11 million was distributed.

Graduate Student Funding

<table>
<thead>
<tr>
<th>TOTAL ENDOWMENTS AND EXPENDABLE FUNDS IN THE GRADUATE AND LIFE SCIENCES EDUCATION (GLSE)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FISCAL YEAR 2012–2013</strong></td>
</tr>
<tr>
<td>OSOTF/OTSS</td>
</tr>
<tr>
<td>Other Endowed</td>
</tr>
<tr>
<td>GSEF</td>
</tr>
<tr>
<td>PPEF</td>
</tr>
<tr>
<td>QEII-GSST</td>
</tr>
<tr>
<td>OGS</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
</tr>
</tbody>
</table>

FELLOWSHIPS, BURSARIES AND DOCTORAL COMPLETION AWARDS

<table>
<thead>
<tr>
<th>AMOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Toronto Fellowships (UTF) to all graduate units</td>
</tr>
<tr>
<td>Professional Masters Bursary allocations to departments</td>
</tr>
<tr>
<td>Doctoral Completion Award (DCA) allocations to graduate units from U of T’s School of Graduate Studies</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
</tr>
</tbody>
</table>

Ontario Student Opportunity Trust Fund (OSOTF), Ontario Trust Student Awards (OTSS), Graduate Student Endowment Funds (GSEF), Provost’s PhD Enhancement Funds (PPEF), the Queen Elizabeth II Graduate Scholarship in Science and Technology (QEII-GSST), and the Ontario Graduate Scholarships (OGS).
Teaching and Learning

The Faculty’s reputation as a quality educational institution attracts people to the University of Toronto. In a 2013 survey, (internally conducted with health professions education students which, for the Faculty of Medicine included MD, Physical Therapy, Occupational Therapy, Speech-Language Pathology, and Medical Radiation Sciences students) 70% rated the Faculty’s curriculum and teaching methods as a positive or very positive factor influencing their decision to attend U of T.

The Faculty will continue to pursue the goal of preparing tomorrow’s leading scientists, scholars and clinicians to excel in their professional lives and thereby fulfill their potential.

Recognizing Excellence in Teaching

Since July 2010, members of the Faculty of Medicine have been recognized for educational excellence via 14 international awards, 51 national awards, and 27 provincial awards. Over the past three years, the Faculty’s Education Development Fund, designed to encourage innovation, integration and impact in education, has allocated over $230,000 to 35 projects.

Educational Technology

Our Strategic Academic Plan emphasizes the need to integrate both popular and emerging technological tools to support teaching and learning.

The past year has been highly successful in this regard. For example, we have created ‘Course Notes 2.0,’ a project that supports students’ use of personal electronic devices as the primary source for course materials. Outside the traditional classroom environment, we are complementing in-person training with the teaching of surgical skills via a computer and internet connection. Telesimulation, virtual patient models, video-based faculty development resources, online training courses and e-assessment tools are just some of the resources in use to address the ever-evolving best practices in health professions education.

A Changing Landscape in Graduate Education

The office of Graduate and Life Sciences Education (GLSE) is actively engaged in preparing students for life after university. That means promoting self-directed learning, creative problem solving and vigorous research investigations. Our graduate students learn these skills in their classrooms and through laboratory work across TAHSN’s expanding research spaces and state-of-the-art infrastructure. Over the past three years this has included the Li Ka Shing Knowledge Institute (St. Michael’s Hospital), MaRS research building (University Health Network), Toronto Rehabilitation Institute expansion, the Krembil Discovery Centre for Neurosciences (University Health Network), and the Peter Gilgan Centre for Research and Learning (Hospital for Sick Children).

In addition to teaching and training our master’s and doctoral students, GLSE oversees undergraduate life sciences education for U of T’s Faculty of Arts and Science. Our courses and research opportunities expose undergraduate students to the innovation agenda of graduate education. By providing new funds to departments, GLSE also enables graduate students to teach and mentor undergraduates, serving as preparation for teaching careers in both academia and industry. To encourage the pursuit of basic science research, GLSE administers the University of Toronto’s Research Opportunities Program (UROP), which allocates more than $250,000 per year to 107 undergraduate recipients.

Continuing Professional Development

In the health care professions, lifelong learning experiences are required to stay current and deliver the best possible patient care. The Faculty of Medicine is Canada’s largest provider of Continuing Professional Development (CPD) with the highest standards of accreditation. Thousands of professionals — from health care and beyond — come to us to acquire new knowledge or to maintain existing skills.

Between October 2010 and November 2013, CPD presented 897 accredited events with 75,702 registrants. In the past year alone, registrations in these events have increased by 40%.

CPD maintains an innovative suite of internally developed programs offering tailored learning experiences in areas of specialization. Currently, with approval from the College of Physicians and Surgeons of Ontario (CPSO), CPD offers new programs in: Comprehensive Family Practice Review, Medical Record Keeping and Safe Opioid Prescribing.
Canada’s Physician Supply

Today’s health challenges need solutions driven by committed health professionals. The Faculty of Medicine has responded to government and public needs by expanding our postgraduate medical education programs and increasing trainee enrolments by 17% between 2010 and 2013. U of T trains more than half of all practising specialists and one third of family physicians in Ontario and has the largest MD/PhD training program in the country. The physician assistant program — a collaboration among the Faculty, the Michener Institute and the Northern Ontario School of Medicine — is training professionals to provide accessible care in rural areas.

Living Our Values

Social responsibility is the cornerstone of the Faculty’s mission. In the classroom, it has been embedded into every stage of the health professions education programs. MD students benefit from a newly revised curriculum including strong emphasis on the social determinants of health (DOCH-1) such as the impact of poverty, infectious outbreak management as well as mandatory community-based learning to help them better understand the complexities of clinical care delivery. As they move into the Transition to Residency section of the program, students are taught about the needs of various traditionally underserved population groups including Aboriginal Peoples, the LGBTQ community, people living in poverty, complex chronic care and palliative care patients, and those with workplace-related illness/injury.

Our Values

- Integrity in all of our endeavours
- Commitment to innovation and excellence
- Lifelong learning and critical inquiry
- Promotion of social justice, equity, diversity, and professionalism
- Effective partnership with all our stakeholders
- Multi-professional and interdisciplinary collaboration
- Supportive and respectful relationships
- Accountability and transparency
- Responsiveness to local, national, and international health needs

Outside the classroom, students and alumni put their training to use in their communities. Mallory Ryan (MScOT ’11) and Jade Ryan (MScOT Year 2), sisters who have been dancers since early childhood, put their knowledge of inclusivity to work when they created Dance Ability, a dance program for children of all abilities. As dance instructors at Dance Elite in Milton, Ontario, they designed the program to provide one-on-one assistance through a team of volunteers, meeting the needs of students of all ages. In addition to making the dreams of the children and teens who participate come true, Jade and Mallory also provide training to high school student volunteers.
A commitment to global health is central to the Faculty of Medicine’s social responsibility. We are committed to the educational, clinical and research pursuits that will improve health and help alleviate the burden of disease and suffering worldwide. To truly fulfil our potential requires a broad, interdisciplinary and multilateral world view that maintains, at its core, values of equity, sustainability, social justice and responsiveness to emerging global health phenomena.

The Faculty’s Global Health Roadmap — our strategic vision for global health — is being implemented with oversight from the Deputy Dean. Significant strides have been made towards achievement of our expected outcomes. The Faculty of Medicine has adopted a regional approach to our global health and international strategy to facilitate this implementation. This approach concentrates our efforts in areas where we have a critical mass of faculty and learners and leverages existing relationships, creating a strong foundation for partnerships with international institutions in support of our vision and mission.
A commitment to global health is central to the Faculty of Medicine’s mission. It is reflected in the educational, research and professional opportunities that are provided to students and faculty, which leverage existing relationships, creating a strong foundation for partnership with international institutions in support of our vision and mission.

**INTERNATIONAL PARTNERSHIPS**

<table>
<thead>
<tr>
<th>Region</th>
<th>Highlights, Countries and Regions of Focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brazil</td>
<td>Research collaborations, health systems and workforce development. Medical education and research collaborations are available for training physicians globally. The Faculty has had a significant impact on primary care systems abroad, increasing the resource capacity in target health areas. Additionally, the Faculty has developed a comprehensive medical education. For more information on Brazil, the University of São Paulo has been actively engaging in collaborative research agendas to intoxicate public health and social justice. We aim to partner with institutions in Brazil to enhance health care needs in the country.</td>
</tr>
<tr>
<td>Ethiopia and Kenya</td>
<td>Assistance in building capacity. The University of Nairobi has a long history of scientific collaboration with Addis Ababa University (AAU) in Ethiopia. The Faculty has a significant impact on primary care systems in these countries, improving the resource capacity in target health areas. Additionally, the University of Nairobi has been actively engaging in collaborative research agendas to intoxicate public health and social justice. We aim to partner with institutions in India to enhance health care needs in the country.</td>
</tr>
<tr>
<td>Middle East</td>
<td>Training opportunities for MDs. The Faculty of Medicine attracts training physicians globally. In the Middle East, more than 200 visa trainees from the Middle East were enrolled in our academic programs. Upon completion of their training, they return to their countries with the expertise to improve health care needs of the local population.</td>
</tr>
<tr>
<td>China</td>
<td>Expanding existing and establishing new collaborations. The Faculty of Medicine has provided leadership in China in a range of clinical, research and education collaborations with partner institutions in China, while the Faculty has a long-standing relationship with Moi University to improve reproductive health in Western Kenya. Our work helps to deepen our ties in China and establish a formalized, consolidated agreement with Addis Ababa University (AAU) in a major event at which the two institutions exchange expertise and training, and identify future opportunities to engage top universities and research institutes in China.</td>
</tr>
<tr>
<td>Australia</td>
<td>Enhancing collaborations in medical education and research. The Faculty of Medicine collaborates with multiple universities in Australia at the Universities of Melbourne, Sydney and Monash. Though partnerships and our ever-expanding global reach are facilitated with a broad network of medical education, energy, and governmental partners, we are especially engaged through collaborative research agendas with the Chinese Academy of Medical Sciences and the Chinese Academy of Sciences. The University of Cambridge and the University of Oxford have a long-standing relationship in the field of neurosciences through the Tanz Centre for Research Innovation in Neurodegenerative Diseases. The Faculty of Medicine is working with the University of Cambridge and the University of Oxford in a range of clinical, research and education collaborations with partner institutions in Australia. Through our network of partnerships, we aim to partner with institutions in Australia to enhance health care needs in the country.</td>
</tr>
</tbody>
</table>
International research collaborations depicted here reflect joint publications between Faculty of Medicine researchers and their counterparts around the world.

"Helping every child reach their potential is how we, as a Faculty of Medicine, will fulfill ours."

— Stephen Lye
Professor, Department of Obstetrics and Gynaecology
Executive Director of the Fraser Mustard Institute for Human Development
“Helping to ensure every child can reach their potential is how we, as a Faculty of Medicine, will fulfil ours.”

— Stephen Lye

Professor, Department of Obstetrics and Gynaecology
Executive Director of the Fraser Mustard Institute for Human Development
SUPPORTING OUR VISION
OUR FACULTY

The Faculty of Medicine is a destination of choice for academics who want to do what can’t be done. Educators, researchers and clinical teachers are central to realizing the vision of improving health worldwide. Providing optimal conditions helps them fulfil their potential and enables our faculty to engage in educational, research and creative professional activities.

Diversity

Fostering a collegial and productive work environment helps our faculty to fulfill their potential. In 2013, the Faculty of Medicine became the first Canadian institution to administer the C-Change Faculty Survey. C-Change assesses medical faculty perceptions of their organizational culture and professional experiences using a variety of demographic and situational metrics.

The response was very strong, with scores well above the U.S. medical school benchmarks in the areas of gender equity, perceptions of institutional support, and alignment of personal and institutional values. Equally gratifying were the above-average scores in feelings of engagement; self-efficacy in career advancement; inclusion and trust; and equity for minority faculty. These results are encouraging, not only in affirming the progress that has been made, but also as a reminder that there is more we can and must do to further improve and preserve a culture that fully values all people.

Promotion Through the Ranks

Academic promotion recognizes notable achievements of faculty members in scholarship (research and/or creative professional activity), teaching, and service to the University. In 2013, the Faculty of Medicine introduced an online application system for academic promotion, making the process more efficient and accessible to qualified candidates.

Faculty Promotions from July 2011 to February 2014

1. Developed by the National Initiative on Gender, Culture and Leadership in Medicine, C-Change (for Culture Change), was founded in 2006 at Brandeis University. It assesses levels of vitality, trust, professionalism, feelings of being valued and belonging, gender and diversity inclusion and equity, and other constructs related to the organizational culture for faculty.
FACULTY OF MEDICINE LEADERSHIP

Catharine Whiteside
Dean and Vice-Provost, Relations with Health Care Institutions

Sarita Verma
Deputy Dean and Associate Vice-Provost, Health Professions Education

Dimitri Anastakis
Vice-Dean, Continuing Professional Development

John Bohnen
Robert Byrick (Acting, January–June 2014)
Vice-Dean, Clinical Affairs

Alison M. J. Buchan
Vice-Dean, Research and International Relations

Avrum I. Gotlieb
(Interim) Vice-Dean, Graduate and Life Sciences Education

Jay Rosenfield
Vice-Dean, Undergraduate Medical Professions Education

Salvatore Spadafora
Vice-Dean, Postgraduate Medical Education

Lorraine Ferris
Associate Vice-Provost, Health Sciences Policy and Strategy (to November 2013)

Glen Bandiera
Associate Dean, Postgraduate Medical Education (Admissions and Evaluation)

George Fantus
Associate Dean, Research

Mark Hanson
Associate Dean, Undergraduate Admissions and Student Finances

David McKnight
Associate Dean, Equity and Professionalism

Leslie Nickell
Associate Dean, Health Professions Student Affairs

Norman Rosenblum
Associate Dean, Physician Scientist Training Programs

Brian P. Kavanagh
Chair, Anesthesia

Justin Nodwell
Chair, Biochemistry

Chris Yip
Director, Biomaterials and Biomedical Engineering (Institute of)

Brenda Andrews
Director, Terrence Donnelly Centre for Cellular and Biomolecular Research

Lynn Wilson
Chair, Family and Community Medicine

Adalsteinn Brown
Director, Health Policy, Management and Evaluation (Institute of)

Juan Carlos Zúñiga-Pflücker
Chair, Immunology

Richard G. Hegele
Chair, Laboratory Medicine and Pathobiology

Peter Burns
Chair, Medical Biophysics

Alan Moody
Chair, Medical Imaging
Allan S. Kaplan  
Director, Medical Science (Institute of)  

Wendy Levinson  
Chair, Medicine  

Howard Lipshitz  
Chair, Molecular Genetics  

Mary R. L’Abbé  
Chair, Nutritional Sciences  

John Kingdom  
Chair, Obstetrics and Gynaecology  

Susan Rappolt  
Alex Mihailidis (Acting, January–June 2014)  
Chair, Occupational Science and Occupational Therapy  

Sherif El-Defrawy  
Chair, Ophthalmology and Vision Sciences  

Ian Witterick  
Chair, Otolaryngology – Head and Neck Surgery  

Denis Daneman  
Chair, Paediatrics  

Ruth Ross  
Chair, Pharmacology and Toxicology  

Katherine Berg  
Chair, Physical Therapy and Executive Chair, Graduate Department of Rehabilitation Science  

Stephen G. Matthews  
Chair, Physiology  

L. Trevor Young  
Chair, Psychiatry  

Fei-Fei Liu  
Chair, Radiation Oncology  

Elizabeth Rochon  
(Interim) Chair, Speech-Language Pathology  

James T. Rutka  
Chair, Surgery  

Gary Lewis  
Director, Banting & Best Diabetes Centre  

Karen Leslie  
Director, Centre for Faculty Development  

Michael S. Pollanen  
Director, Centre for Forensic Science and Medicine  

Michael Farkouh  
Heart & Stroke Richard Lewar Centre of Excellence in Cardiovascular Research  

Stephen Lye  
Director, Fraser Mustard Institute for Human Development  

Maria Tassone  
Director, Centre for Interprofessional Education  

Lynn McDonald  
Director, Institute for Life Course & Aging  

Jennifer Gibson  
(Interim) Director, Joint Centre for Bioethics  

Stephen Scherer  
Director, R. Samuel McLaughlin Centre for Molecular Medicine  

Kaveh Shojania  
Director, Centre for Quality Improvement and Patient Safety  

Peter St George-Hyslop  
Director, Tanz Centre for Research in Neurodegenerative Diseases  

Aileen Davis  
(Interim) Director, Toronto Musculoskeletal Centre  

Atul Humar  
Director, Transplantation Institute  

Charlotte Ringsted  
Director, Wilson Centre for Research in Education  

Brian Bachand  
(Acting) Director of Development  

Meg Connell  
Director, Office of the Dean  

Nancy Edwards  
Faculty Comptroller and Chief Financial Officer  

Tim Neff  
Chief Administrative Officer  

Lloyd Rang  
Executive Director of Strategy, Communications and External Relations  

Jean Robertson  
Director, Human Resources  

Wes Robertson  
Director, Information Technology  

Michael Scott  
Director, Logistics Services  

Heather Taylor  
Director, Facilities Management and Space Planning
ADVANCING OUR MISSION AND VISION

Fulfilling our potential requires the efforts of many. The Faculty of Medicine is fortunate to receive generous support from our alumni and friends — people and organizations whose vision and passion contribute to achieving the vision of improving health worldwide.

Dean’s Alumni Awards

The Faculty’s alumni network — nearly 50,000 strong — live and work all over the world, serving their communities. They are outstanding ambassadors, many of whom devote considerable time to actively supporting the Faculty’s strategic goals. In November 2013, the inaugural Dean’s Alumni Awards were presented to three distinguished winners.

Professor Samir Sinha
Department of Medicine

Rising Star Award

The Rising Star Award recognizes an alumnus/a who has graduated within the past 15 years and has made great contributions to the Faculty, their local health care community or academic achievement. Professor Sinha is Director of Geriatrics at Mount Sinai Hospital and has advised health authorities in Canada, Britain, the United States and China on innovative models of geriatric care. He is also the Expert Lead for Ontario’s Seniors Strategy.

Professor Emeritus Donald Cowan
Department of Medicine

Alumni Volunteer Award

The Alumni Volunteer Award recognizes an individual whose volunteerism has enhanced the Faculty of Medicine experience for students, staff and fellow alumni. Professor Cowan received his MD from the Faculty of Medicine in 1956. Throughout his career as a hematologist-oncologist, he has served on more than 60 committees at the Faculty and its affiliated hospitals. Cowan has also participated in a variety of committees with nearly 20 provincial, national and international organizations, and remains active within the U of T Medical Alumni Association.

Dr. Henry Barnett

Lifetime Achievement Award

The Lifetime Achievement Award recognizes a graduate whose outstanding work has earned national or international prominence. Dr. Barnett’s stroke research has included international clinical trials, which established the value of aspirin in stroke prevention, and investigations that led to the denial of indications for carotid artery bypass surgery. He has also been a recipient of the prestigious Karolinska Stroke Award for Excellence in Stroke Research, as well as five honorary doctorates from universities in North America and Europe.
The Potential of Philanthropy

In September 2012, the Faculty of Medicine launched the public phase of Canada’s largest-ever fundraising and alumni engagement initiative for a medical school — the $500 million Boundless campaign (counting donations beginning in 2005–06). The campaign’s priority areas are based on the Faculty’s research priorities: human development, neuroscience and brain health, complex disease, global health, and include a fifth theme, ‘preparing transformative leaders.’ All fundraising efforts are focused on four areas as outlined in the Faculty’s Academic Plan: endowed student aid; endowed faculty support through chairs and professorships; enabling research; and, support for building capital renovation and expansion.

Philanthropic Support

<table>
<thead>
<tr>
<th></th>
<th>GIFT TOTALS</th>
<th>GRANT TOTALS</th>
<th>TOTAL SUPPORT</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013–2014 YTD</td>
<td>$39,671,944</td>
<td>$5,024,405</td>
<td>$44,696,349</td>
</tr>
<tr>
<td>CAMPAIGN TOTAL-TO-DATE</td>
<td>$240,426,677</td>
<td>$114,942,356</td>
<td>$355,369,033</td>
</tr>
</tbody>
</table>

Campaign Support by Fiscal Year

Donations received between May 1, 2005, and December 31, 2013 (as at February 20, 2014).

Philanthropic Gifts by Investment

- Endowed (38%)
- Expendable (62%)

Sources of Donations

- Alumni (14%)
- Friends (19%)
- Corporations (8%)
- Foundations (22%)
- Organizations (4%)
- Research Grants (32%)

Alumni — includes graduates of the University of Toronto;
Friends — includes supporters who are not University of Toronto alumni;
Corporations — includes commercial businesses, corporate foundations and corporate matching gifts;
Foundations — includes community, private/family and special purposes foundations;
Organizations — includes academic institutions, hospitals, hospital foundations, associations and religious institutions;
Research Grants — includes funds raised from multiple sources outside of philanthropic activity.
A Dedicated Team

Realizing the Faculty of Medicine’s mission and vision would be impossible without the nearly 900 administrative, technical and research staff who bring their skills and expertise to work at the Faculty each day. It is their dedication and ingenuity that bring our goals to fruition. It is their passion and enthusiasm that fill the offices and corridors of the Faculty. They support students, help to recruit and retain faculty, keep the laboratories running, fundraise for research and student awards, and maintain the vast infrastructure upon which faculty and students rely.

In 2013 the Dean presented the Faculty’s inaugural Staff IMPACT Awards, honouring staff whose excellence have helped to make the Faculty a school celebrated around the world.

The 2013 Staff IMPACT Awards Recipients

Judy Irvine  
Faculty Registrar  
DAVID KEELING AWARD FOR ADMINISTRATIVE EXCELLENCE

Artur Jakubowski  
Program Coordinator  
Division of Teaching Laboratories  
QUALITY IMPROVEMENT AWARD

Joan McKnight  
Administrative Coordinator  
Ethics and Professionalism, Curriculum Office  
FOSTERING AN ENVIRONMENT AND CULTURE OF DIVERSITY AND INCLUSION

Caroline Abrahams  
Director  
Policy and Analysis Postgraduate Medical Education  
LEADERSHIP AWARD

Lesley Ward  
Jennifer Gommerman Research Lab  
&

Helena Friesen  
Brenda Andrews Research Lab  
SERVICE IN A LABORATORY RESEARCH ENVIRONMENT AWARD

Patricia O’Brien  
Program Manager, Quality Improvement  
Department of Family and Community Medicine  
NEW EMPLOYEE AWARD
AWARDS AND HONOURS

The numbers shown here represent selected awards and honours received by our faculty members since the launch of our Strategic Academic Plan in October 2011 up to December 31, 2013.

2 Fellows of the American Association for Cancer Research Academy
6 Inductees to the Canadian Medical Hall of Fame
3 Recipients of the Rising Star in Global Health Award from Grand Challenges Canada
17 Order of Ontario Appointments

22 Fellows of the Canadian Academy of Health Sciences
8 Fellows of the Royal Society of Canada
6 PAIRO Excellence in Clinical Teaching Awards
3 Junior Faculty Development Awards from the Association for Academic Psychiatry
13 Canadian Association for Medical Education Awards (Various)
5 U of T “Inventor of the Year” Awards

5 Fellows of the American Association for the Advancement of Science
15 Appointments to — or Promotions Within — the Order of Canada
6 Award of Excellence Winners, Ontario College of Family Physicians
5 Association of Faculties of Medicine of Canada Awards (Various)
22 Queen Elizabeth II Diamond Jubilee Medalists
2 U of T President’s Teaching Awards
**Students**

**UNDERGRADUATE MEDICAL PROFESSIONS EDUCATION**
- MD Enrolment 1,002
  (26 of 51 MD/PhD students)
- MD/PhD Enrolment 51
- Radiological Technology 108
- Nuclear Medicine 22
- Radiation Therapy 147
- Physician Assistant Program 32
- **TOTAL 1,336**

**POSTGRADUATE MEDICAL EDUCATION**
Source: Ontario Physician Human Resource Data Centre, November 2013 Census of headcounts
- Residents (Canadian Citizens/Permanent Residents) 1,823
- Residents (International/Visa) 67
- Fellows (Canadian Citizens/Permanent Residents) 396
- Fellows (International/Visa) 720
- **TOTAL 3,006**

**GRADUATE AND LIFE SCIENCES EDUCATION**
Source: Planning and Budget, ROSI Count File
- Doctoral program 1,091
- Master’s – Doctoral 877
- Master’s – Professional 602
- **TOTAL 2,570**

**CONTINUING PROFESSIONAL DEVELOPMENT**
- **32,800 REGISTRANTS 2012–2013**

**Faculty**

**FACULTY COUNT**
- Appointed (Non-Clinical)
  - Full-time 226
  - Part-time 30
- Clinical
  - Full-time 2,694
  - Part-time 1,437
  - Adjunct 1,426
  - Status-Only and Adjunct 2,190
- **TOTAL 8,003**

**ADMINISTRATIVE STAFF COUNT**
- USW 677
- Research Associates 93
- Professional/Manager 72
- CUPE 3261 36
- Confidential 3
- **TOTAL 881**
$974 Million
Total Research Funding

1,625 Principal Investigators
127 Canada Research Chairs

9,468 Total Awards
275 Named Chairs and Professorships

Total Publications

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<thead>
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<th>Year</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
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<td>6,104</td>
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Publication Citations Compared to Journal and Category Expected Citations

- Average of Category Actual/Expected Citations
- Average of Journal Actual/Expected Citations
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