



TIME
TRANSLATIONAL INSTITUTE OF MEDICINE

Translational Institute of Medicine (TIME)

DEPARTMENT OF MEDICINE

STRATEGIC PLAN

2020 – 2025

QUEEN'S UNIVERSITY

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Queen's
UNIVERSITY

MISSION STATEMENT

The Translational Institute of Medicine (TIME) is a new Institute at Queen's University that is forward-thinking in its vision.

TIME brings together the multi-disciplinary expertise of over 250 scientists and scholars across the university, and reflects the rapidly growing need for interdisciplinary and translational research as a means to accelerate health care for Canadians and patients worldwide. TIME's state-of-the-art research platforms and virtual network (<https://uniweb.time.queensu.ca/network>) are a first for Queen's and enable collaboration at the highest level. Embedded in this rich environment is the new Translational Medicine (TMED) graduate program, which provides novel training opportunities for translational medicine students. This novel program will ensure that the next generation of investigators has the unique mix of skills to meet Canadian's future health care needs. Our strategic plan sets out a clear vision for the Institute, a roadmap of how to achieve this vision, and is accompanied by the aspirational metrics by which our accomplishments and investments can be judged.



GUIDING PRINCIPLES

TIME is committed to these core guiding principles:

VISION AND IMPACT

RESEARCH EXCELLENCE

EDUCATION EXCELLENCE

GROWTH AND SUSTAINABILITY

VISION AND IMPACT

TIME will forge a cohesive and inclusive, interdisciplinary research community.

STRATEGIES	ROAD MAPS	METRICS OF SUCCESS
<p>Enhance the visibility of translational medicine at Queen's University and beyond.</p>	<ol style="list-style-type: none"> 1. Establish and maintain a tool that connects researchers, infrastructure and expertise within the Faculty of Health Sciences. 2. Develop this tool to map FHS (Faculty of Health Science) researchers with interdisciplinary researchers across Queen's University. 3. Showcase research success to demonstrate our global impact on human health. 4. Capture and publicize international collaborations and research successes. 	<ul style="list-style-type: none"> • TIME is recognized as a Tier 1 research institute. • Build an online network tool across the faculty and the University. • Increase visibility within the Faculty of Health Science and the University by enhancing communication networks.
<p>Build an interdisciplinary research community within Queen's University and beyond.</p>	<ol style="list-style-type: none"> 1. Ensure that TIME members maximize the benefits and meet their responsibilities. 2. Nurture collaborative and interdisciplinary research by promoting targeted funding, including Incubator grants. 3. Build a network that responds to changing global problems and shifting funding landscapes. 4. Ensure that TIME researchers have access to state-of-the-art research platforms. 	<ul style="list-style-type: none"> • Increase the number of Incubator grants from 4 to 8. • Capture and publicize international collaborations and research successes. • Increase the number of TIME members with EDI training.
<p>Ensure that TIME is an inclusive, equitable and diverse organization.</p>	<ol style="list-style-type: none"> 1. Ensure that our management team, executive team and board of directors reflect the diversity of Canada. 2. Ensure that all TIME members have access to Equity, Diversity and Inclusion (EDI) training. 3. Support TIME members regardless of their sex, gender, ethnicity, religion or background. 	

RESEARCH EXCELLENCE

TIME will prioritize 'Research excellence' in its decision making.

STRATEGIES	ROAD MAPS	METRICS OF SUCCESS
<p>Develop and optimize the use of state-of-the-art technology.</p>	<ol style="list-style-type: none"> 1. Map resources and expertise across the Faculty of Health Sciences. 2. Continue to develop research platforms designed to improve research excellence at Queen's University. 3. Strategic recruitment and retention of career scientists to optimize the use of these research platforms. 	<ul style="list-style-type: none"> • Grow the number of scientists operating the TIME research platforms from 2 to 4. • Increase extramural research funding by 25% in the next three years. • Increase research bibliometrics for TIME members/groups by 25% in the next three years.
<p>Improve the success rate of Tri-Council and related external grant funding.</p>	<ol style="list-style-type: none"> 1. Fund interdisciplinary teams of researchers with Incubator grants to strengthen their competitiveness. 2. Be leaders and mentors in grant review exercises to enhance competitiveness. 	<ul style="list-style-type: none"> • Increase Biobanking programs. • Ensure patient advocate on the governing board.
<p>Make translational research synonymous with Queen's University on the national and international stage.</p>	<ol style="list-style-type: none"> 1. Monitor research excellence and showcase successes. 2. Promote broad collaborations that bring value to Queen's University. 3. Grow our international research impact. 4. Promote patient engagement. 	<ul style="list-style-type: none"> • Host an annual patient appreciation event.

EDUCATION EXCELLENCE

TMED will train highly qualified people (HQP) who will act as ambassadors.

STRATEGIES	ROAD MAPS	METRICS OF SUCCESS
<p>Deliver world-class graduate education in TMED and related translational medicine programs.</p>	<ol style="list-style-type: none"> Promote, develop and enhance existing graduate programs to ensure that top local, national and international students are recruited to Queen's University. Ensure that students are trained to utilize new technologies and interpret the resulting data. Prepare online content for the internationalization of our training and education. 	<ul style="list-style-type: none"> Grow the student numbers in the TMED program by 30% in year 6. Maintain and develop student satisfaction. Track the competitiveness of our graduates in successful multi-disciplinary career paths. Track student first author papers, external/internal awards and scholarships. Track the inclusivity in the TMED training program.
<p>Develop and deliver relevant training courses, symposiums and workshops to students, staff and faculty to enhance the research excellence mission.</p>	<ol style="list-style-type: none"> Promote, develop and enhance training courses for students, staff and faculty engaged in translational research at Queen's University. Establish a guest speaker program that can provide rounds on the most up-to-date translational research within and outside of Queen's University. Ensure that members have the resources they need to access research services at Queen's and apply for external funding. 	
<p>Enhance student academic experience to better prepare graduates for success.</p>	<ol style="list-style-type: none"> Ensure that students receive state-of-the-art training in translational medicine. Ensure that students can effectively communicate with health care professionals, basic scientists and the public. Foster an inclusive and collaborative student experience. Provide mentorship for graduates to maximize their success in the program as well as a career path. 	

GROWTH AND SUSTAINABILITY

TIME will develop a sustainable financial plan to meet its goals.

STRATEGIES	ROAD MAPS	METRICS OF SUCCESS
<p>Enhance philanthropic funding.</p>	<ol style="list-style-type: none"> 1. Position TIME with Advancement as a priority institute for philanthropic funding. 2. Ensure that research platforms are visible and part of the university tours for donors. 3. Work with local/national companies to secure funding/donations. 	<ul style="list-style-type: none"> • Raising multi-million dollars in the next five years. • Secure hard funding for 2 new scientists operating the TIME research platforms for the next five years.
<p>Establish a sustainable financial model through institutional support.</p>	<ol style="list-style-type: none"> 1. Work with our Dean to secure funding for our mission. 2. Promote TIME as a Tier 1 research institute. 3. Develop industry partnerships. 	<ul style="list-style-type: none"> • Secure funds to cover the warranties for all major infrastructure costs. • Increase industry-funded investigator research programs.

For more information about TIME, please visit us at:

<https://deptmed.queensu.ca/research/translational-institute-medicine>

<https://uniweb.time.queensu.ca/network>

This Strategic Plan was developed in consultation with the TIME membership and was approved by the TIME Executive Committee.

TIME Executive Committee

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