

# Strategic Plan

January 12, 2021

1- Vision, Mission, Values.....	- 2 -
Vision.....	- 2 -
Mission .....	- 2 -
Values.....	- 2 -
2- SWOT Analysis.....	- 2 -
3- Strategic Objectives & Initiatives .....	- 3 -
Strategic Objectives.....	- 3 -
Strategic Initiatives.....	- 3 -
4- Operational Objectives and Initiatives.....	- 6 -
Operational Objectives.....	- 6 -
Operational Initiatives.....	- 6 -
5- Proposed Governance.....	- 7 -
6- Budget.....	- 7 -
7- Action Items 2021 .....	- 8 -
A. Leadership group .....	- 8 -
B. Strategic planning committee .....	- 8 -
C. Trainee working group .....	- 8 -
D. Mentorship working group .....	- 8 -
E. Scientific interest groups.....	- 8 -
F. EDI committee.....	- 8 -
8- Composition of the Strategic Planning Committee.....	- 9 -

## 1- Vision, Mission, Values

### Vision

Canada as the world-leader in islet biology research and training.

### Mission

As a nation-wide network, CIRTN-R2FIC aims to increase excellence in islet research through enhanced collaboration, rich training opportunities, knowledge translation, and outreach.

### Values

Collaboration, Inclusiveness, Equity, Rigor, Transparency, Engagement

## 2- SWOT Analysis

STRENGTHS AND OPPORTUNITIES	WEAKNESSES AND THREATS
Islet research in Canada is very strong and well recognized internationally.	Funding environment is uncertain and changing.
Core group of dedicated PIs and very motivated trainees.	Canada does not have federally-funding national infrastructures similar to the DERCs and DRTC's in the US.
Some HIRN competitions are open to foreign institutions.	The HIRN in the US is heavily funded by NIH and provides a leverage for collaborations amongst US groups.
Good collaborative spirit in Canada in general.	Philanthropy in general suffers from the fallouts of the pandemic. This has affected budgets for Diabetes Canada and JDRF in a major way.
Funding opportunities will arise in the context of the 100th anniversary of insulin. Teams of researchers have assembled in response, many between members of CIRTN	Relatively few/weak concerted efforts from within or outside academia that advocate for increased diabetes funding (lobbying). Lack of quantification of economic benefits.
Commitment to trainee excellence can be leveraged for the development of a training program (CIHR-HRTP Pilot Funding and NSERC-CREATE) and industry partnerships (NSERC-ENGAGE, MITACS).	Systems for student funding have changed and are now based on university quotas. Also, potential shortfall of trainees in islet research, difficult to recruit students in the absence of convincing development of skills for academia or industry positions.
Availability of CFI funds for large infrastructure grants.	

## 3- Strategic Objectives & Initiatives

### Strategic Objectives

1. Increase collaboration and networking opportunities within the Canadian islet research community to further national research excellence
2. Facilitate discussion and contribution of Canadian islet researchers to the broader diabetes research community that spans basic, clinical, and population health research
3. Enhance mentorship and professional development opportunities in islet biology for trainees and investigators at all career stages
4. Promote knowledge sharing and resource/capacity building in islet research and training

### Strategic Initiatives

See tables on next 2 pages.

Note: EDI committee to guide, oversee, and evaluate all activities.

Initiatives - Short-term (1 year)	Addresses Objective #	Key Performance Indicators	Working group in charge
1-Quantify landscape of islet research: PIs, trainees, recruitment, grant \$, etc.	1, 2, 3, 4	# of PIs, trainees, total grant \$	Strategic planning committee
2- Increase student mobility through exchange programs between member labs	1, 3, 4	# of funded exchange / yr	Scientific interest groups
3- Set up interest groups based on specific scientific areas	1		Leadership group
4- On-line Journal Clubs & professional development opportunities	3	6 sessions / yr	Trainee working group
5- Mentorship program for trainees and ECI, including peer reviews	3	Success rate @ CIHR	Mentorship working group
6- Harmonize protocols (through protocols.io) + coordination / guidelines = « CIRTN protocol collection »	1, 4	Completion of the "CIRTN protocol collection"	Scientific interest groups
7- Further develop the website	1, 4	# of views / mo	Leadership group
8- Develop graduate course in Islet Biology	3, 4	# of students enrolled	Leadership group
9- Maintain active Twitter account	4	# of followers	Trainee working group
10- Ensure visible presence at the Diabetes Canada National meeting	4	1 session sponsored by CIRTN at every DC meeting	Leadership group
11- Patient engagement in partnership with Diabetes Action Canada	4	Patient contribution to Advisory Committee	Leadership group

Initiatives - Long-term (4 years)	Addresses Objective #	Key Performance Indicators	Working group in charge
11- Pilot & Feasibility grants	1, 2	2 grants / yr	Scientific interest groups
12- Pathway to independence grants	1, 3	2 grants / yr	Scientific interest groups
13- Funding for shared resources/ collections ( <i>100% from CIRTN or matching</i> )	1, 3		
14- Increase student mobility through international exchange programs	2, 3	# of funded exchange / yr	Scientific interest groups
15- CIRTN studentships and fellowships	3	2 students + 1PDF funded / yr	Trainee working group
16- Development of HQP for future employment in a variety of sectors (academia, industry, government)	3	# HQP trained, # of jobs obtained	Mentorship working group
17- Develop strategy for national Islet Biology meeting	4	First Canadian Islet Biology Meeting in 4 years	Leadership group
18- Virtual methodology workshops in partnership with other networks & organizations	3, 4	# of workshops / yr	Trainee working group

## 4- Operational Objectives and Initiatives

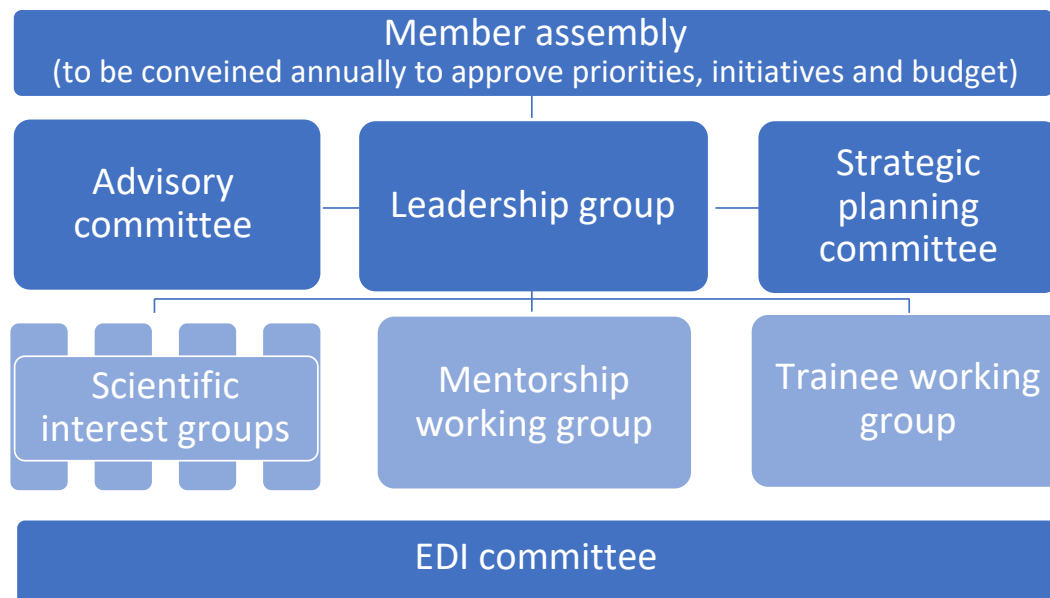
### Operational Objectives

1. Ensure financial sustainability of the network
2. Establish transparent and collegial governing structure and decision-making processes
3. Apply EDI principles to all network activities

### Operational Initiatives

Initiatives	Addresses Objective #	Key Performance Indicators	Working group in charge
1- Seed money from CIHR and provincial agencies	1	Yr 1: 50k\$	Leadership group + Advisory committee
2- Sponsorship from Diabetes Canada, JDRF, others?	1	Yr 2: 50k\$	
3- Partnership with private companies	1	Yr 3: 50k\$	
4- Federal funding for a Network of Excellence	2, 3	Yr 4: 500k\$	
5- Approach big donors	3	TBD	
6- Governing structure + Advisory Committee	3	All achieved Yr 1	Strategic planning committee
7- Working groups aligned with strategic and operational objectives	4		
8- Define membership terms, roles and responsibilities	3, 4		
9- Incorporate the network as a non-profit organization with formal charter & by-laws – <i>To be discussed if necessary</i>		If needed	
10- EDI Committee to oversee all activities		Policies and procedures in place Yr 1	EDI committee

## 5- Proposed Governance



## 6- Budget

	Year 1	Year 2	Year 3	Year 4
Revenues (k\$)	50	50	50	500
Expenses (k\$)				
Network administration	0	2	2	35
Exchange program	20	20	20	50
Protocols.io	2	2	2	10
P&F grants				200
National Course and Journal Clubs	5	5	5	5
Mentorship program	0	0	0	0
Studentships and fellowships				100
Website	10	1	1	2
Twitter	0	0	0	0
Partnership with DC (National meeting)	10	10	10	20
Patient-partnership with DAC				10
Virtual workshops				10
Total Expenses	47	40	40	442
Balance	3	10	10	58

## 7- Action Items 2021

### A. Leadership group

- A1- Set up EDI Committee, Trainee working group, Mentorship working groups
- A2- Seek sponsorship from Diabetes Canada, JDRF, other organizations, and pharma companies
- A3- Further develop the website
- A4- Evaluate the first iteration of the graduate course and revise?
- A5- Engage with Diabetes Canada for participation in the next annual meeting
- A6- Partner with Diabetes Action Canada for patient engagement strategies

### B. Strategic planning committee

- B1- Finalize governing structure and set up Advisory committee
- B2- Solicit the creation of scientific interest groups
- B3- Define membership terms, roles and responsibilities

### C. Trainee working group

- C1- Continue Journal Club series
- C2- Maintain active Twitter account
- C3- Develop on-line professional development opportunities

### D. Mentorship working group

- D1- Establish a mentorship program for trainees and ECR

### E. Scientific interest groups

- E1- Coordinate protocol harmonization and sharing of methods between member labs
- E2- Propose a student exchange program between member labs

### F. EDI committee

- F1- Establish policies and procedures to include EDI principles in all CIRTN activities



## 8- Composition of the Strategic Planning Committee

- Tamadher Alghamdi, University of Alberta (Trainee Representative)
- Francis Lynn, University of British Columbia
- Erin Mulvihill, University of Ottawa
- Vincent Poitout, Université de Montréal (Chair)
- Elizabeth Rideout, University of British Columbia
- Peter Thompson, University of Manitoba