

Network of Networks (N²)



Network of Networks STRATEGIC PLAN

2012 – 2017



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1. EXECUTIVE SUMMARY

Since its inception in 2005, N2 has witnessed tremendous growth both in numbers and influence within the national clinical research environment. Contrast this growth with the observed decline in Clinical Trial Activity in Canada and it becomes clear that N2 is uniquely positioned to assume a leadership role within the changing Canadian clinical research enterprise. Before assuming such a role, however, N2 leadership realized that the organization must first evaluate its current offerings and services, and plan future initiatives that will allow it to maintain its evolving leadership position. The drafting of this strategic plan represents the first steps in outlining the strategies to be followed to successfully become Canada's alliance for excellence in clinical research.

In June 2012, N2's Strategic Plan Sub-committee and the Board of Directors began drafting a strategic plan to define N2's business direction and long-term sustainability for fiscal years 2012-2017. The planning process was supplemented by the N2 Business White Paper completed in 2011 and contributions made by N2 members via a Membership Survey and a Membership strategic planning discussion conducted in 2011-2012. Through these combined efforts, a broad range of clinical research professionals and organizations were identified as N2 stakeholders;

- Clinical Research Coordinators and other Site Personnel
- Clinical Research Nurses
- Investigators
- Research Institution Administration (e.g. VP Research)
- Pharmaceutical, Biotechnology, Device and Contract Research Organizations
- Government
- Patient and Consumer Interest Groups

It is believed that membership in N2 would benefit these stakeholder groups as it provides access to cost effective Canadian programs and tools that support clinical research; represents an organizations commitment to research excellence; provides a national voice for the clinical research enterprise; promotes participation in clinical research through education and awareness; and provides a single point of communication with over 50 organizations representing over 3000 clinical research professionals from over 200 sites across numerous therapeutic disciplines throughout the country.

To ensure that the identified benefits of N2 membership are in fact achieved, four strategic initiatives have been identified as priorities by N2:

1. Equip clinical research professionals with the necessary tools and programs to conduct high quality research with integrity, efficiency and continuous quality improvement
2. Develop a sustainability plan for N2; seeking and securing sufficient funding and resources to enable N2 to implement the strategic plan
3. Act as a national voice, advocating on behalf of membership for issues affecting or influencing clinical research in Canada.
4. Serve as a national alliance, bridging regional and provincial initiatives. Foster collaboration among stakeholder groups to strengthen Canada's research enterprise

These initiatives will obviously require additional funding. However, once achieved, N2 will have become an increasingly important participant the Canadian clinical research environment.

2. INTRODUCTION

The Network of Networks (N2) is an alliance of Canadian research networks and organizations working to enhance national clinical research capability and capacity. Bringing together clinical research professionals from across the country, N2 provides a common platform for sharing best practices, resources and research-related content to ensure efficient and high-quality research, integrity of clinical practices and accountability. N2's programs and services are designed to enhance clinical trial capabilities across Canada and provide these programs and services in the context of the overall Canadian clinical research infrastructure. It has been said that the strength of its product offerings is the result of the diversity of its membership and expertise of individuals participating from these organizations.

The organization is truly representative of clinical research in Canada and acts as a national voice advocating on behalf of a broad range of stakeholders that have an impact on the efficiency and quality of clinical trials conducted in Canada. Today, over 50 organizations representing over 3000 clinical research professionals, from over 200 sites and across numerous therapeutic disciplines have joined N2's initiative. Members include organizations as varied as research networks, universities, hospitals, government entities and industry. The breadth of N2's member organizations and the depth of their collective experience have enabled N2 to become an important voice in the national clinical research debate.

From the outset N2's mandate has been national and no other national organization exists to date that has been able to fulfill such a role. This strength makes it possible for N2 to leverage the national alliance, and bridge and coordinate regional and provincial initiatives. N2 is well positioned to take on a leadership role within the Canadian clinical research enterprise.

While remaining a purely volunteer-driven organization, N2 has experienced remarkable growth in recent years. There is a genuine sense that, while incremental growth is possible, N2's business direction and long-term sustainability must be defined in the framework of a strategic plan.

The purpose of this strategic plan is to provide a road map for N2 over the next 5 years. The Plan will define the core strengths of N2, outline the proposed evolution of N2 and the corresponding infrastructure requirements to successfully become Canada's alliance for excellence in clinical research.

It is envisioned that a business plan will flow from this strategic plan, which will provide the course for implementation of the key initiatives outlined in this document.

3. STRATEGIC PLAN METHODOLOGY

This strategic plan was developed by building on work completed by N2's Strategic Plan Sub-committee, the Board of Directors, the N2 Business White Paper and in consultation with the membership by means of a Membership Survey.

4. BACKGROUND

Members of N2 have all been part of the Canadian clinical research landscape and have joined forces in a pan Canadian collaboration, across therapeutic areas, to leverage experience, values, tools, best practices, and funds to maximize benefit for the Canadian clinical research enterprise. N2 has seen and continues to see tremendous growth and the time has come to transform N2 from an organization aiming to build the ability to harmonize and come together to be recognized as the "go-to" organization in clinical research in Canada. The Canadian clinical research landscape is a diverse and complex mix of government organizations (national, provincial, local), non-governmental

agencies, professional associations, and pharmaceutical, biotechnology and device (industry) companies. Surveying the landscape of organizations involved in the current clinical research infrastructure and capacity in Canada, there are a number of organizations with local, regional, or national mandates that could serve as potential partners, funding sources or direct competitors. While not an exhaustive list, Table 1 summarizes the representative organizations that currently exist, providing context to the Canadian environment in which we operate.

Table 1 Summary of Canadian Based Clinical Research Organizations

Organization	Competitor	Potential Partner	Potential Funding Source
CIHR			X
Health Canada		X	
Industry Canada			X
Provincial Health Ministries		X	X
Provincial Clinical Research Initiatives	X	X	X
ACAHO		X	X
Rx & D		X	X
Disease- specific Foundations		X	X
Biotalent	X	X	
SOCRA	X	?	
ACRP	X	?	
DIA	X	?	
SCDM	X	?	
CAREB		X	
Individual Networks/ARCs	X	X	X

Various initiatives have been undertaken to reverse the observed decline in clinical trial activity in Canada. The Canadian Clinical Trial Summit hosted by CIHR, ACAHO, and Rx & D in September 2011 brought together 120 individuals representing a broad range of organizations involved in clinical research. The Summit produced an action plan, in which N2 was recognized as having the capacity to address major issues affecting clinical research operations in Canada. Of the nine recommendations produced by the Summit, N2 was specifically mentioned for its capacity, expertise and resources to address recommendation #6;

Adopt common Standard Operating Procedures (SOPs), training and certification: Fund and leverage the Network of Networks (N2) to help disseminate common SOPs and Training resources. Work with N2, ACAHO, Rx&D, CIHR and other interested parties to develop a site certification approach to identify organizations that have these standards and training in place.

N2's current programs and committees can meet the needs outlined in this recommendation. With our current membership and committee work N2 is uniquely positioned to provide solutions for additional recommendations from the Summit.

Understanding the Canadian clinical research infrastructure landscape provides context to the important role that N2 currently plays and to possible new program, service and coordinating opportunities to explore. The environment in which N2 operates will evolve over the next few years as Canadian organizations make concerted efforts to improve infrastructure and research capacity. New initiatives expected from CIHR (SPOR), the Clinical Trial Summit Action Plan and further development of provincial and local initiatives will re-shape the research environment in Canada. N2 is well poised to play a leadership role in this transformation and therefore must evaluate its current programs and services and plan future initiatives that will allow the organization to maintain its leadership position in the evolving Canadian clinical research infrastructure landscape. This strategic plan forms the first step of the evolution of N2.

5. VISION, MISSION AND STRATEGIC INITIATIVES

5.1 VISION

The vision for N2 is:

To be recognized as Canada's alliance for excellence in clinical research.

5.2 MISSION

The mission for N2 is:

To enable and enhance clinical research capability and capacity in Canada.

5.3 STRATEGIC INITIATIVES

Four strategic initiatives have been identified as priorities by N2:

1. Equip clinical research professionals with the necessary tools and programs to conduct high quality research with integrity, efficiency and continuous quality improvement
2. Develop a sustainability plan for N2; seeking and securing sufficient funding and resources to enable N2 to implement the strategic plan
3. Act as a national voice, advocating for issues affecting or influencing clinical research in Canada.
4. Leverage the national alliance, bridging and coordinating regional and provincial initiatives. Foster collaboration among stakeholder groups to strengthen Canada's research enterprise

These initiatives are further described in Section 8.0.

6. N2 STAKEHOLDERS AND VALUE PROPOSITIONS

6.1 N2 STAKEHOLDERS

N2 has identified a broad range of clinical research professionals and organizations as its stakeholders. These include, but are not limited to the following parties;

- Clinical Research Coordinators and other Site Personnel
- Clinical Research Nurses
- Investigators
- Research Institution Administration (e.g. VP Research)
- Pharmaceutical, Biotechnology, Device and Contract Research Organizations
- Government
- Patient and Consumer Interest Groups

6.2 VALUE PROPOSITION

Value Proposition statements have been developed to clearly delineate the benefits of N2 membership to various stakeholder groups. These are found in the following table;

Stakeholder Group	Relevant Value Proposition Statements
Clinical Research Coordinators / Clinical Research Nurses and other site personnel	<p>N2 membership provides cost effective, accessible, and user friendly, Canadian programs and tools to support Clinical Research Professionals in their day to day activities; including,</p> <ul style="list-style-type: none">▪ Internationally recognized, online GCP training program, to date, accepted by 5 of the top 10 pharmaceutical companies.▪ QA resources to improve site operations and a resource for navigating regulatory audits and inspections.▪ Access to a national list serv for members to communicate, network, ask and receive just in time answers to key questions (currently under development) <p>N2 membership provides access to a pan Canadian network of clinical research expertise and a national body advocating for issues affecting or impacting the clinical research enterprise.</p>
Investigators	<p>N2 membership simplifies management of the clinical research team by providing access to cost effective training and development tools, and SOPs. Training is conveniently available online, thus eliminating travel costs and time away from the office.</p> <p>N2 membership provides access to a pan-Canadian network of clinical research expertise that can be called upon to respond to difficult questions, guidance on regulatory audits and inspections etc.</p> <p>N2 membership provides a national voice for Investigators on issues impacting the clinical trial landscape in Canada</p>

Stakeholder Group	Relevant Value Proposition Statements
Research Institute Administration e.g. VP Research	<p>N2 membership represents your organizations' commitment to research excellence. It provides access to cost effective Canadian content and best practices for cost, quality and standardization of research processes, serving to increase compliance and therefore reduce regulatory risk.</p> <p>N2 membership provides access to a pan Canadian network of clinical research expertise and a national body advocating for issues affecting clinical research.</p> <p>N2 provides a pipeline to information at the national level related to the changing landscape of clinical trial research.</p>
Pharmaceutical Industry (Biotech, Device, CRO)	<p>N2 membership provides a national voice for the clinical research enterprise, collaborating and advocating on issues that impact clinical research efficiency in Canada.</p> <p>N2 provides a single point of communication with over 50 organizations representing over 3000 clinical research professionals, from over 200 sites and across numerous therapeutic disciplines across the country.</p> <p>N2 is simplifying processes for sponsors by providing access to Canadian content, standardized training and tools that all Canadian sites can use.</p> <p>N2 offers a program to promote participation in clinical research to the general public and patients and improve patient recruitment and retention.</p>
Stakeholder Group	Relevant Value Proposition Statements
Government	<p>N2 enables an environment of high quality, efficient and cost-effective clinical research in Canada.</p> <p>N2 provides a Canada-wide standard for clinical research training and standard operating procedures, use of which will serve to increase compliance and reduce regulatory risk</p> <p>N2 provides a national network of clinical research expertise and single point of contact for over 50 organizations representing over 3000 clinical research professionals, from over 200 sites and across numerous therapeutic disciplines.</p> <p>N2 serves as a pan-Canadian advocate for issues affecting clinical research and is poised to respond to requests at the federal level, e.g. regulation changes, mCTA etc.</p>
General Public / Patient Interest Groups	<p>N2 is contributing to increased quality and safety at research sites and thus an improved environment for our research participants.</p> <p>N2 is collaborating with patient advocacy organizations to promote patient centered research.</p> <p>N2 promotes participation in clinical research through education and awareness.</p> <p>N2 promotes access to new and innovative treatments through reducing impediments to clinical research.</p>

7. N2'S CLINICAL RESEARCH-STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS

A SWOT analysis, conducted by an independent party, was undertaken in 2011 to explore N2's strengths and weaknesses, as well as to identify potential areas of opportunity and possible threats. The SWOT analysis identified organizational strengths and opportunities that N2 incorporated into this strategic plan.

7.1 STRENGTHS

- By improving Canada's national clinical research capabilities, N2 is helping to improve the health outcomes of Canadians. As a volunteer organization N2 is comprised of committed members, who are highly engaged and passionate about improving the quality of clinical research in Canada. Members represent a wide range of skills and expertise and, thus, bring a broad base of knowledge and expertise to the table.
- N2 offers an excellent forum for exchanging ideas among members, as well as seeking solutions to common concerns. Through harmonization, standardization and implementation of best practices, N2 contributes to high scientific and ethical standards, which is essential to keep clinical research in Canada. This will have a positive impact on job creation and increase the national focus on improved health outcomes and the importance of local clinical research.

7.2 WEAKNESSES

- N2s budgetary restrictions are a serious constraint to sustainable growth and the implementation of future initiatives. A sustainable funding model is needed to address N2's core capacity and sustain it to the benefit of clinical research conducted in Canada. Whereas N2 has made significant progress in its short time of existence, until recently the rank and file members of the Canadian scientific community did not understand what the organization does. The lack of a strategic communications plan has contributed to this outcome. N2 is now very publicly recognized as a Canadian go-to resource by many. This recognition requires more solidification.

7.3 OPPORTUNITIES

The current decline in clinical trial activity in Canada has created the environment for groups to work together in order to reverse this trend. N2 can take advantage of this opportunity to utilize its existing programs and committees and reach out to the broader research community including:

- Senior officials (regulatory authorities, provincial health authorities, federal scientific policy makers); Industry partners (pharmaceutical, biotechnology and medical device companies, and contract research organizations)

7.3.1 PROVINCIAL INITIATIVES

An increasing number of provinces have developed programs, such as the British Columbia Clinical Research Infrastructure Network, Alberta Clinical Research Consortium and Clinical Trials Ontario. These programs aim to promote clinical research within their jurisdictions, both as an economic stimulus and to better serve their populations with access to innovative diagnostics and therapies. As corporate decision-making is based on international planning and parceling out clinical trials at national levels, there is a community of interest among the provinces to work together to make Canada an attractive place to undertake clinical trials research. N2 is uniquely poised to work with provincial initiatives to facilitate cooperation and the adoption of a common set of high standards for clinical trials research across Canada.

7.3.2 NATIONAL VOICE AND BODY

The most interesting (and challenging) opportunity N2 faces is to become a truly national voice for Canadian clinical research, research standards and best practices. In addition, N2 is well-positioned to become the national body for enabling business friendly clinical trial operations, which in turn will provide economic benefit. This task is especially relevant today as Canada remains a highly regionalized country, yet the clear sense is that national authorities are pushing for unified, transparent national standards and better enforcement.

N2 currently has the breadth and depth of membership to stake claim to the title of a national, pan-Canadian organization. As one of the few organizations in Canada supporting national coordination of clinical trial research, N2 is extremely well-positioned to assume this critical role.

7.4 THREATS

7.4.1 COMPETITION

Currently there are no truly viable competitors with a pan-Canadian focus; however, there are several sources of potential competition, including:

- Organizations developing SOP's and GCP training, thus obviating the need for N2 content
- Commercial organizations offering in-house clinical research training, such as US- or UK-based training entities which could easily target Canada
- Provincial initiatives including those led by N2 members that may attract focus and financial support at the provincial level. The challenge for N2 is to leverage those initiatives at a national level, to create synergies and avoid duplication of efforts by other provinces.

8. STRATEGIC DIRECTION

N2 finds itself in a strong position today. In its short period of existence, N2 has established itself as an important force in the Canadian clinical research landscape and is uniquely positioned to take on more of a leadership role. Offering a well-defined, easily-perceived set of benefits to its members, N2 is a desirable and sought-after organization with enormous growth potential. N2 is ready to deliver solutions to a number of pertinent and urgent challenges identified by the Clinical National Clinical Trials Summit.

With a membership base of over 3000 clinical research professionals, N2 is already playing a leadership role in the Canadian clinical research arena. Properly resourced, there are exciting opportunities for N2 to increase its contribution by consolidating a fragmented Canadian clinical research enterprise.

There is an increasing sense within the clinical research community that researchers across provincial borders share much more than previously believed, facing similar research challenges and questions (standards, education, subject recruitment, contract negotiations, audits, etc.) and would benefit from sharing best practices. In addition, economies of scale are highly conducive to the emergence of a larger organization that can focus on issues at the national level.

For all these reasons, the evolution of N2 from a grassroots consortium with a national voice into a leading organization with a clearly defined, sustainable, and respected national role is highly desirable, feasible and actionable.

As previously mentioned, N2 was recognized at the National Clinical Trials Summit and within the resulting Action Plan, as a critical player with the expertise and capacity to have a significant impact upon the clinical research landscape in

Canada. The Summit Action Plan presents a tremendous opportunity for N2, one which, if realized, could truly move Canada forward as a key destination for clinical trials research. No other organization in Canada has the depth and breadth of membership that N2 has. This broad reach, diversity of membership and leadership structure already in place, positions N2 well to pursue Recommendation #1 from the Clinical Trials Summit Action Plan:

Establish implementation and coordination headquarters and resources: Preferably by leveraging the capacity of an existing forum (Rx&D and ACAHO are recommending alignment with the CIHR Strategy for Patient Oriented Research if possible), establish an implementation committee and resources that would oversee and enable implementation of this action plan and that could coordinate, link and leverage, different activity types and inter-provincial clinical trial improvement activities.

8.1 STRATEGIC INITIATIVES

The following are identified as the key strategic initiatives for N2 for the next 5 years:

Strategic Initiative #1: Equip clinical research professionals with the necessary tools and programs to conduct high quality research with integrity, efficiency and continuous quality improvement.

Strategic Initiative #2: Develop a sustainability plan for N2; seeking and securing sufficient funding and resources to enable N2 to implement the strategic plan.

Strategic Initiative #3: Act as a national voice, advocating on behalf of membership for issues affecting or influencing clinical research in Canada (e.g. operations, guidelines, regulations etc).

Strategic Initiative #4: Serve as a national alliance, bridging regional and provincial initiatives. Foster collaboration among stakeholder groups to strengthen Canada's research enterprise.

8.1.1 STRATEGIC INITIATIVE #1

Equip clinical research professionals with the necessary tools and programs to conduct high quality research with integrity, efficiency and continuous quality improvement.

Standard Operating Procedures

- Maintain and deliver a suite of clinical research SOPs available in both official languages
- Collaborate with other stakeholder organizations on maintenance of SOPs, development of additional SOPs and providing access to SOPs.

Clinical Research Education

- Continue to further develop and deliver clinical research education to support front line research site personnel (e.g. CITI-Canada)
- Consider offering special interest workshops / regional meetings to meet membership needs. (survey membership)

Quality Management

- Evaluate the feasibility of developing a research site certification program (Canadian National Summit Meeting recommendation)

- Explore certification through a national body such as Canadian General Standards Board (CGSB) or other appropriate organization
- Provide N2 stakeholders with Quality Management tools and resources

National Recruitment and Retention Program

- Develop a National Recruitment and Retention – Patient Awareness Program (e.g. CISCRP, evaluate program to determine impact)

8.1.2 STRATEGIC INITIATIVE #2

Develop a sustainability plan for N2; seeking and securing sufficient funding and resources to enable N2 to implement the strategic plan.

- Develop a membership strategy to maintain and enhance membership
- Formation of a finance / funding sub-committee of the Board of Directors
- Fully develop the budget required to implement the strategic plan
- Identify and secure additional sources of revenue to achieve sustainability - 5 year plan

8.1.3 STRATEGIC INITIATIVE #3

Act as a national voice, advocating on behalf of membership for issues affecting or influencing clinical research in Canada (e.g. operations, guidelines, regulations etc).

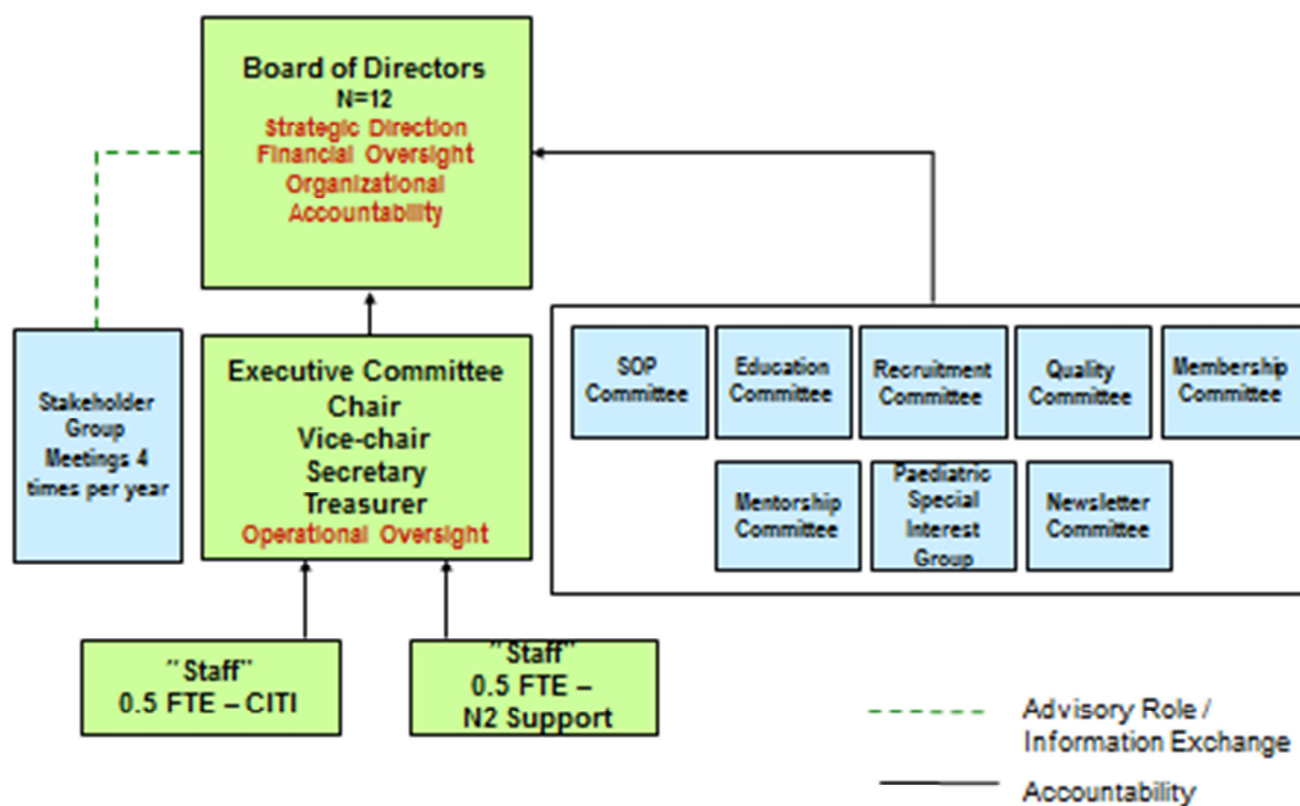
- Formation of a Communications Committee
- Development of a strategic communications strategy
- Participation at the national / international level on strategic initiatives such as CIHR SPOR, Canadian National Clinical Trials Summit, CITI etc

8.1.4 STRATEGIC INITIATIVE #4

Serve as a national alliance, bridging regional and provincial initiatives. Foster collaboration among stakeholder groups to strengthen Canada's research enterprise.

- Preferably by leveraging the capacity of an existing forum (Rx&D and ACAHO are recommending alignment with the CIHR Strategy for Patient Oriented Research if possible), establish an implementation committee and resources that would oversee and enable implementation of this action plan and that could coordinate, link and leverage, different activity types and inter-provincial clinical trial improvement activities
- Internal to N2: National network of clinical research professionals; quarterly stakeholder meetings, Annual Meeting
- External to N2: Explore, as part of a communication and membership awareness campaign, regional and local initiatives to promote awareness and provide networking opportunities.
- Explore effective means to transfer and transmit knowledge, for example more focus on regional (e.g Western Provinces) meetings versus annual meetings.
- Support and augment the work of the provincial and national government by helping to harmonize and standardize clinical trial research capability (education, SOP development, maintenance and compliance, certification etc) to assist in attracting clinical trials to Canada. Increasing business friendly operations at clinical research centres.

8.2 CURRENT N2 ORGANIZATIONAL CHART



8.3 COMMUNICATIONS STRATEGY

Essential to delivering on this strategic plan will be the development and implementation of a formal communications strategy to inform stakeholders external and internal to the organization.

9. N2 FINANCIAL STRUCTURE

Government agencies play a vital role in providing infrastructure and funding to the clinical research enterprise. Federal government departments are involved with regulating (Health Canada), funding studies (CIHR), and promoting business opportunities (Industry Canada) related to clinical research. These organizations should be seen as potential funding sources for N2 programs and services.

10. SUCCESS FACTORS AND RISK ASSESSMENT

10.1 RISKS AND MITIGATION STRATEGIES

- Best case scenario – Sustainably funded national organization charged with implementing the 4 strategic initiatives as detailed in this strategic plan. Fosters the growth and development of a cohesive, leading clinical research enterprise in Canada that is competitive on the world stage and globally recognized as such.
- Status quo – the organization continues to exist in its' current state, providing tools and resources to the membership, relying on the goodwill and commitment of the volunteers. The scope of activities is directly related to the ability of the organization to continue to raise funds from the membership.
- Worst case – N2 ceases to exist as a national organization. Loss of cohesive clinical research infrastructure within Canada. Each region, jurisdiction and site is responsible for development and implementation of training initiatives (e.g. GCP), tools and systems, leading to much duplication of efforts and additional cost in development and maintenance. No national voice advocating on behalf of clinical research, across a stakeholder group of over 3000. Leads to loss of national coordinating efforts and loss of standardization efforts, leading to a breakdown in the clinical research enterprise in Canada.

11. CONCLUSION AND RECOMMENDATIONS

By all measures, N2 has achieved impressive accomplishments in the seven years since its founding. The organization has provided tangible benefits to researchers across Canada in the form of content, training and support, as well as creating innumerable networking opportunities with colleagues and potential partners.

Without a doubt, N2 is a success story and a model to be emulated by other grassroots, organizations. Though running on a shoestring budget and supported by volunteers, N2 has effectively leveraged its members' skills and enthusiasm to become a major voice in the national scientific debate.

Having reached a critical mass of members and activities, N2 now faces significant challenges in the areas of long-term growth and business direction. The analysis and recommendations made in this strategic plan have attempted to address these challenges and propose an immediate course of action.

Today, N2 stands on the cusp of a new era. In order to harness its potential and fully leverage its considerable resources, it needs to adopt the organizational transformations initiatives discussed herein:

- Strategic Initiative #1: Equip clinical research professionals with the necessary tools and programs to conduct high quality research with integrity, efficiency and continuous quality improvement.
- Strategic Initiative #2: Develop a sustainability plan for N2; seeking and securing sufficient funding and resources to enable N2 to implement the strategic plan.
- Strategic Initiative #3: Act as a national voice, advocating on behalf of membership for issues affecting or influencing clinical research in Canada (e.g. operations, regulations etc).
- Strategic Initiative #4: Serve as a national alliance, bridging regional and provincial initiatives. Foster collaboration among stakeholder groups to strengthen Canada's research enterprise.

These initiatives require additional funding. With increased funding N2 will be able to achieve its vision and mission, and grow to be able to face the future with confidence. N2 is well-positioned to become an increasingly important participant in defining the national scientific agenda, and the undisputed leading voice in setting Canadian clinical research standards and practices.

Balanced Score Card

