Five-Year Strategic and Operating Plan

2023 — 2028

umanitoba.ca/nursing

University of **Manitoba** | Rady Faculty of Health Sciences

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DEAN'S MESSAGE

College of Nursing strategy map 2023 — 2028

OUR MISSION

We are leaders in preparing exceptional nursing professionals for exemplary service, inspired leadership and the advancement of health and wellbeing.

OUR VISION

We educate current and future nurses, advance nursing knowledge and foster health and wellbeing through excellence in practice and research scholarship and teaching innovation.

OUR VALUES

Community & Collaboration, Scholarship & Innovation, Equity & Inclusion, Professionalism, Social Accountability

UNIVERSITY OF MANITOBA

RADY FACULTY OF HEALTH SCIENCES

COLLEGE OF NURSING

I. Inspiring minds through innovative and quality teaching	1. Education and learning experience	1. Strengthen the learning environment and educational program excellence
		2. Enhance performance-based education
II. Driving discovery and insight through excellence in research, scholarly work and other creative activities	2. Research	3. Advance innovation and collaboration in research and scholarship
III. Creating pathways to Indigenous achievement	3. Indigenous health and achievement	4. Honour and integrate Indigenous worldviews, ways of knowing, knowledge and practices about health and healing to promote cultural safety
IV. Building community that creates an outstanding learning environment	4. Investment in resource base 5. Teaching and working environment	5. Leverage digital strategies 6. Enhance the teaching and working environment
V. Forging connections to foster high impact community engagement	6. Community partnerships and collaboration	7. Enhance college visibility and identity 8. Strengthen and grow partnerships

Strategic priorities and initiatives

1. **Strengthen learning environment and educational program excellence**

- 1.1 Expand capacity of College of Nursing programs
- 1.2 Create a centre of excellence in nursing education
- 1.3 Enhance interprofessional education and collaborative practice
- 1.4 Enhance Indigenous pedagogy and cultural safety within the College of Nursing programs
- 1.5 Enhance the bachelor of nursing program
- 1.6 Enhance the bachelor of midwifery program
- 1.7 Engage in program approval, program accreditation, and program evaluation

2. **Enhance performance-based education**

- 2.1 Enhance the performance-based education
- 2.2 Increase integration of theory and performance-based courses
- 2.3 Enhance clinical education facilitator (CEF) model of engagement
- 2.4 Determine future models of clinical practice education

3. **Advance innovation and collaboration in research and scholarship**

- 3.1 Provide research leadership
- 3.2 Build research capacity

4. **Honour and integrate Indigenous worldviews, ways of knowing, knowledge and practices about health and healing to promote cultural safety**

- 4.1 Increase recruitment of Indigenous students, faculty and staff
- 4.2 Promote cultural safety
- 4.3 Facilitate integration of equity, diversity and inclusion

5. **Leverage digital strategies**

- 5.1 Engage in consultation with stakeholders
- 5.2 Utilize leading-edge digital strategies to enhance teaching, learning, research and communication
- 5.3 Integrate education and learning technologies for faculty and staff

6. **Enhance the teaching and working environment**

- 6.1 Enhance workplace wellness
- 6.2 Enhance mentorship of faculty and staff

7. **Enhance college visibility and identity**

- 7.1 Promote awareness of the College of Nursing
- 7.2 Strengthen nursing presence

8. **Strengthen and grow partnerships**

- 8.1 Strengthen collaboration across the university
- 8.2 Build relationships and strengthen external partnerships

Our programs

Programs	Annual intake
Bachelor of Nursing	360
Bachelor of Nursing program with collaborative University College of the North cohort	40
Bachelor of Midwifery	8
Master of Nursing with administration, clinical and education Streams	20
Master of Nursing nurse practitioner stream	25
PhD in Nursing	8

Our services and centres

✔ **MAHKWA OMUSHKI KIIM: PATHWAY TO INDIGENOUS NURSING EDUCATION**

✔ **SIMULATION CENTRE**

✔ **STUDENT RESOURCE CENTRE**

✔ **CLINICAL COMPETENCE ASSESSMENT CENTRE**

✔ **MANITOBA CENTRE FOR NURSING AND HEALTH RESEARCH**

STRATEGIC PRIORITY #1:
Enhance performance-based education

DEFINITION:

The program provides opportunities for learners to develop knowledge, skills, and attitudes in using relevant evidence-informed information, communication technology, critical thinking, and clinical reasoning, in the delivery of client-centred care as part of an interprofessional team. The program continuously improves program outcomes (CASN, 2014).

MEASURES:

- NCLEX-RN pass rate
- CNPE pass rate
- Graduation rate
- Graduate employment rate
- Successful program approval, program accreditation, and program evaluation

Strategic initiative		Operations team lead	2023/24	2024/25	2025/26	2026/27	2027/28
1.1	**EXPAND THE CAPACITY OF COLLEGE OF NURSING PROGRAMS**						
1.1.1	**Expand the capacity of the Bachelor of Nursing program**: - Expand the seat capacity by adding an intake of 120 students in May each year, starting May 2023 - Implement a three-term program delivery model - Complete the recruitment of 20 faculty and 15 support staff to support the program expansion - Complete the renovation of space to create a new simulation lab - Complete the renovation of space to create additional office space for faculty and staff.	Associate dean, undergraduate programs	✔	✔			
1.1.2	**Explore expanding the capacity of the nurse practitioner (NP) program by 80% (increase from 25 to 45 seats).**	Associate dean, graduate programs	✔				
1.1.3	**Explore expanding the capacity of clinical competence assessments for internationally educated nurses.**	Director, CCA and digital strategies	✔				
1.1.4	**Explore the implementation of teaching and learning hubs for the NP program with UCN.**	Director, NP program	✔				
1.2	**CREATE A CENTRE OF EXCELLENCE IN NURSING EDUCATION**						
1.2.1	**Promote and facilitate teaching excellence through faculty development and mentorship.**	Director, faculty development	✔	✔	✔	✔	✔
1.2.2	**Facilitate and support scholarly projects related to the scholarship of teaching and leadership in teaching innovation.**	Associate dean, undergraduate programs Director, faculty development	✔	✔	✔	✔	✔
1.2.3	**Establish College of Nursing teaching excellence awards for CEFs, skills, simulation and performance-based facilitators, and preceptors in all programs.**	Awards committee chair		✔	✔		
1.2.4	**Enhance the development of clinical judgment in theory courses, clinical education, skills acquisition, and simulation learning.**	Director, curriculum integrity Director, NP program	✔	✔			
1.2.5	**Implement strategies to promote collaboration and a teams-based approach to course delivery.**	Director, faculty development	✔	✔	✔	✔	✔

Strategic initiative	Operations team lead	2023/24	2024/25	2025/26	2026/27	2027/28
1.2.6 Enhance faculty teaching practices regarding sensitive concepts related to EDI, oppression and vicarious trauma.	Director, curriculum integrity Director, faculty development	✔	✔			
1.2.7 Collaborate with providers of nursing education in Manitoba in planning and hosting the 2025 WNRCASN Conference (February 2025).	Director, curriculum integrity	✔	✔			
1.3	**ENHANCE INTERPROFESSIONAL EDUCATION AND COLLABORATIVE PRACTICE**					
1.3.1 Integrate at least one interprofessional clinical experience for each student in the BN program.	Director, clinical education			✔	✔	✔
1.3.2 Explore strategies to further advance interprofessional education and collaboration.	Director, undergraduate nursing program	✔	✔	✔		
1.4	**ESTABLISH INDIGENOUS PEDAGOGY AND CULTURAL SAFETY WITHIN THE COLLEGE OF NURSING PROGRAMS**					
1.4.1 Create a safe environment that supports inclusive teaching and addresses the diversity of cultures among students.	Director, undergraduate nursing program	✔	✔	✔	✔	✔
1.4.2 Establish and integrate Indigenous pedagogy, content and practices into all programs.	Director, Mahkwa omushki kiim	✔	✔	✔	✔	✔
1.5	**ENHANCE THE BACHELOR OF NURSING (BN) PROGRAM**					
1.5.1 Revisit the requirement for a statistics course in the BN program.	Associate dean, undergraduate programs			✔	✔	✔
1.5.2 Map program attrition to understand and inform student admission, progression, **and success.**	Associate dean, undergraduate programs Director, curriculum integrity	✔	✔	✔		
1.5.3 Implement innovative modes of delivery of programs and courses (e.g.: virtual reality, robotics).	Director, CCA and digital strategies	✔	✔	✔	✔	✔
1.5.4 Explore second degree admission option for students in the BN program.	Associate dean, undergraduate programs		✔	✔		
1.5.5 Explore delivery of educational laddering programs e.g. LPN to BN, diploma RN to BN.	Associate dean, undergraduate programs			✔	✔	✔

Strategic initiative	Operations team lead	2023/24	2024/25	2025/26	2026/27	2027/28
1.6 ENHANCE THE BACHELOR OF MIDWIFERY PROGRAM						
1.6.1 Engage in the bachelor of midwifery program accreditation in November 2023.	Director, bachelor of midwifery program	✔				
1.6.2 Celebrate with the first cohort of graduates in April 2024.	Director, bachelor of midwifery program	✔				
1.7 ENGAGE IN PROGRAM APPROVAL, PROGRAM ACCREDITATION AND PROGRAM EVALUATION						
1.7.1. Engage in nurse practitioner program CRNM program approval in June 2023.	Director, NP program	✔				
1.7.2 Engage in BN program CRNM program approval in October 2023.	Associate dean, undergraduate Director, curriculum integrity	✔				
1.7.3 Engage in UM program approval of the MN and PhD in Nursing program in 2025.	Associate dean, graduate programs		✔	✔		
1.7.4 Engage in nurse practitioner program CASN accreditation in 2025.	Director, NP program		✔	✔		
1.7.5 Engage in CASN accreditation of the BN-UCN program in 2025.	UCN program coordinator AD, undergrad		✔	✔		
1.7.6 Engage in BN program CASN accreditation in 2027.	AD, undergraduate programs Director, curriculum integrity				✔	✔
1.7.7 Implement the CIPP evaluation framework across all programs.	AD, grad programs AD, undergrad programs	✔	✔	✔	✔	✔
1.7.8 Implement the evaluation plan for the BN program expansion.	AD, UG programs Director, curriculum integrity	✔	✔			

STRATEGIC PRIORITY #2:
Enhance clinical education

DEFINITION:

Developing an integrated and responsive performance-based education program for undergraduate and graduate students.

MEASURES:

- Increased recruitment and retention of clinical education facilitators.
- Job satisfaction amongst clinical education facilitators, preceptors and clinical course leaders
- Increased confidence amongst clinical partners with respect to graduating students' readiness for practice.
- Student satisfaction with clinical experience.
- Number of learning contracts implemented and resolved.
- Number of passes/fails in performance-based courses.
- Documented evidence of alignment between theory, clinical/simulation and skills lab courses.
- Changes made based on student feedback.

Strategic Initiative		Operations team lead	2023/24	2024/25	2025/26	2026/27	2027/28
2.1	**ENHANCE THE PERFORMANCE-BASED EDUCATION**						
2.1.1	Integrate augmented and virtual reality into simulation learning and performance-based education at the undergraduate and graduate levels.	Director, CCA and digital strategies Director, skills and simulation centre	✔	✔	✔	✔	✔
2.1.2	Provide mentorship and professional development opportunities for new clinical course leaders.	Director, clinical education Director, faculty development	✔	✔	✔	✔	✔
2.1.3	Provide mentorship and professional development opportunities for simulation/skills faculty and staff.	Director, skills and simulation centre Director, faculty development	✔	✔	✔	✔	✔
2.1.4	Implement and evaluate the competency-based model of clinical education.	Associate dean, undergraduate programs Director, curriculum integrity	✔	✔	✔		
2.1.5	Enhance the remediation program for clinical courses.	Associate Dean, Undergraduate Programs Director, Clinical Education	✔	✔	✔	✔	✔
2.1.6	Offer virtual educational sessions on topics of interest to clinical education facilitators (CEFs) and preceptors on a regular basis.	Director, Clinical Education	✔	✔	✔	✔	✔
2.2	**INCREASE INTEGRATION OF THEORY AND PERFORMANCE-BASED COURSES**						
2.2.1	Review and improve clinical learning activities.	Director, clinical education	✔	✔	✔	✔	✔
2.2.2	Identify opportunities to thread and level concepts and competencies across the performance-based curriculum.	Director, curriculum integrity	✔	✔	✔	✔	✔
2.3	**ENHANCE CLINICAL EDUCATION FACILITATOR (CEF) MODEL OF ENGAGEMENT**						
2.3.1	Provide mentorship and professional development opportunities for CEFs	Director, clinical education	✔	✔	✔	✔	✔

Strategic Initiative	Operations team lead	2023/24	2024/25	2025/26	2026/27	2027/28
2.32 **Enhance relationships and support between clinical course leaders, CEFs, preceptors and clinical sites in the undergraduate and graduate programs.**	Director, clinical education Director, NP program	✔	✔	✔	✔	✔
2.3.3 **Explore additional strategies for the recruitment and retention of CEFs.**	Director, clinical education	✔	✔	✔	✔	✔
2.4 **DETERMINE FUTURE MODELS OF CLINICAL PRACTICE EDUCATION**						
2.4.1 **Increase interprofessional collaboration with students in the clinical sites.**	Director, clinical education	✔	✔	✔	✔	✔
2.4.2 **Explore various clinical practice models and implement strategies appropriate for the College of Nursing.**	Associate dean, undergraduate programs Director, clinical education	✔	✔			
2.4.3 **Develop, integrate and evaluate experiential learning activities (e.g. simulation) into clinical education.**	Director, skills and simulation centre	✔	✔	✔		

STRATEGIC PRIORITY #3:
Advance innovation and collaboration in research and scholarship

DEFINITION:

The development and implementation of strategies, processes and resources that support new knowledge creation and dissemination by College of Nursing faculty members, with faculties and disciplines across the University of Manitoba and across institutions and communities locally, nationally and internationally.

MEASURES:

- Increase in the number of research projects and amount of research funding.

- Increase in the number of publications in influential/high impact journals.

- Increase in the number of invited keynote/plenary and concurrent session presentations at local, national, and international conferences.

- Increase in local, national, and international research collaborations.

- Positive evaluations of mentorship of faculty and students in research.

- Implementation of plan to facilitate instructor participation in research projects/ scholarship.

- Increase in number of faculty receiving research related awards.

- Increase in number of students receiving funding and scholarships.

- Establishment of funded Research Chairs in the College of Nursing.

- Establishment of clinical nurse scientist positions.

- Increase in amount of internal and external graduate student funding and scholarships.

- Increase in media presence.

- Positive evaluations of EDI plans in feedback received from grant review process.

- Positive evaluations of faculty, graduate students, and affiliate members regarding support provided to integrate Indigenous perspectives in their research and dissemination activities.

- Positive evaluations from graduate students/research interns and affiliate members engaged in research and the hiring of research staff about their confidence in integrating principles of equity, diversity, and inclusion (EDI) in research and dissemination.

Strategic Initiative	Operations team lead	2023/24	2024/25	2025/26	2026/27	2027/28
3.1 PROVIDE RESEARCH LEADERSHIP						
3.1.1 Collaborate with RFHS to identify and nominate competitive faculty members for Tier 1 Canada Research Chairs, and the establishment of Centres of Excellence.	Associate dean, research	✔	✔	✔	✔	✔
3.1.2 Collaborate with VP External regarding mechanisms to secure funding to support Endowed Research Chair, and the establishment of Centres of Excellence.	Associate dean, research	✔	✔	✔	✔	✔
3.1.3 Collaborate with RFHS vice-dean research, and health-care facilities to create Clinical Nurse Scientist positions.	Associate dean, research	✔	✔	✔	✔	✔
3.1.4 Establish international partnerships for collaborative research.	Associate dean, research			✔	✔	✔

Strategic Initiative	Operations team lead	2023/24	2024/25	2025/26	2026/27	2027/28
3.2 BUILD RESEARCH CAPACITY						
3.2.1 Facilitate tenure track and nurse practitioner faculty engagement in research.	Associate dean, research	✔	✔	✔	✔	✔
3.2.2 Facilitate undergraduate and graduate student engagement in research.	Associate dean, research	✔	✔	✔	✔	✔
3.2.3 Develop, implement, and evaluate a mentorship plan for faculty and student research.	Associate dean, research Director, faculty development	✔	✔	✔	✔	✔
3.2.4 Develop, implement, and evaluate a plan to facilitate UM and UCN instructor participation in research projects/scholarship.	Associate dean, research Director, faculty development	✔	✔	✔	✔	✔
3.2.5 Enhance research collaborations with clinical stakeholders in MB.	Associate dean, research	✔	✔	✔	✔	✔
3.2.6 Increase internal and external graduate student funding support.	Associate dean, grad programs	✔	✔	✔	✔	✔
3.2.7 Develop knowledge translation capacity within the College of Nursing.	Associate dean, research	✔	✔	✔	✔	✔
3.2.8 Create opportunities for collaboration with nurse clinicians.	Associate dean, research	✔	✔	✔	✔	✔
3.2.9 Expand opportunities for student engagement in research.	Associate dean, research	✔	✔	✔	✔	✔
3.2.10 Provide support to strengthen the capacity of nurse researchers, graduate students/ research interns and affiliate members to integrate Indigenous perspective in research and dissemination.	Associate dean, research	✔	✔	✔	✔	✔
3.2.11 Provide support to strengthen the capacity of nurse researchers, graduate students, research interns, and affiliate members engaged in research and the hiring of research staff to integrate principles of equity, diversity and inclusion in research and dissemination.	Associate dean, research	✔	✔	✔	✔	✔

STRATEGIC PRIORITY #4:
Honour and integrate Indigenous worldviews, ways of knowing, and knowledge and practices about health and healing to promote cultural safety
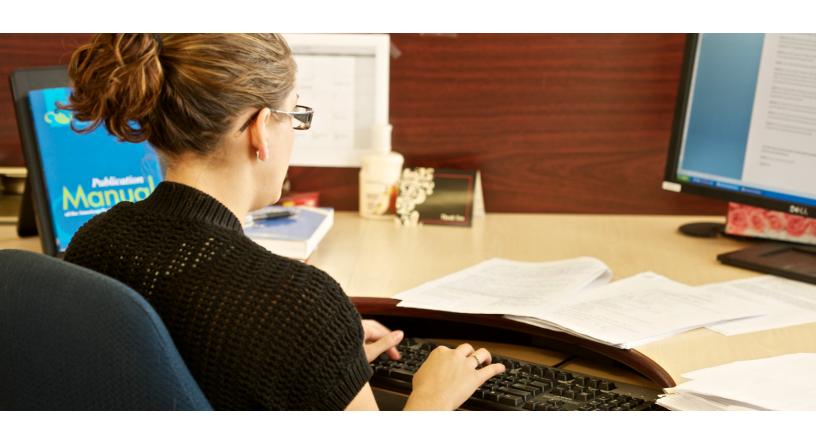
DEFINITION:

With an increased understanding of the history of Indigenous peoples in Canada, insight and empathy is gained about the impact of colonialism and systemic racism on the health and social well-being of Indigenous peoples. Indigenous Elders proposed an approach that promotes and equally values Indigenous and western approaches to promote well-being. This approach highlights the importance of reflexivity and promotes drawing upon aspects of Indigenous and western worldviews to inform and build knowledge. Indigenous worldviews, ways of knowing, knowledge and practices will be introduced and integrated in all nursing programs.

MEASURES:

- Increased number of students with Indigenous ancestry enrolled.
- Increased number of faculty and staff with Indigenous ancestry.
- Increased number of graduates with Indigenous ancestry.
- Increased integration of Indigenous knowledge and practices in curriculum.
- Increased integration of Indigenous ways of knowing in pedagogy.
- Increased number of faculty completing online course on Indigenous cultural safety.
- Increased number of students reporting feeling culturally safe.

Strategic Initiative	Operations team lead	2023/24	2024/25	2025/26	2026/27	2027/28
4.1 INCREASE RECRUITMENT OF INDIGENOUS STUDENTS, FACULTY AND STAFF						
4.1.1 Increase recruitment, retention and success of students with Indigenous ancestry.	Director, Mahkwa omushki kiim	✔	✔	✔	✔	✔
4.1.2 Increase scholarships and support in applying for scholarships for students with Indigenous ancestry.	Director, Mahkwa omushki kiim	✔	✔	✔	✔	✔
4.1.3 Increase recruitment, retention and support of faculty and staff with Indigenous ancestry.	Associate deans	✔	✔	✔	✔	✔
4.1.4 Identify and support opportunities to promote recruitment and success of Indigenous students in the graduate programs.	Associate dean, graduate programs	✔	✔	✔	✔	✔
4.2 PROMOTE CULTURAL SAFETY						
4.2.1 Integrate annual cultural safety education for all faculty and staff.	Associate deans	✔	✔	✔	✔	✔
4.2.2 Provide faculty support and education in recognizing and intervening with Indigenous racism in the College of Nursing.	Director, faculty development	✔	✔	✔	✔	✔
4.2.3 Collaborate with Ongomiizwin and Migizii Agamik to integrate Indigenous perspectives into all programs.	Associate deans	✔	✔	✔	✔	✔
4.2.4 Review concepts within the undergraduate curriculum and identify potential additions consistent with the TRC Calls for Action #24.	Director, curriculum integrity	✔				
4.2.5 Establish mechanisms to solicit feedback from students on feeling culturally safe.	Director, Mahkwa omushki kiim Anti-racism committee	✔	✔	✔	✔	✔

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Strategic Initiative	Operations team lead	2023/24	2024/25	2025/26	2026/27	2027/28
4.2.6 Complete the renovation of a study space for Indigenous nursing students.	Operations manager	✔	✔			
4.2.7 Collect, analyze and report on application, admission, enrollment and graduation data related to Indigenous nursing students.	Director, Mahkwa omushki kiim		✔			
4.2.8 Establish an Indigenous curriculum working group as subcommittee to the undergraduate curriculum committee to provide support and guidance for the College of Nursing.	Director, curriculum integrity; Director, Mahkwa omushki kiim	✔				
4.3 FACILITATE INTEGRATION OF EQUITY, DIVERSITY AND INCLUSION						
4.3.1 Enhance integration of anti-racism, anti-Indigenous racism, equity, diversity and inclusion in curricula.	Director, curriculum integrity	✔	✔	✔	✔	✔
4.3.2 Review concepts within the undergraduate curriculum and identify potential additions consistent with the anti-racism, anti-Indigenous racism, equity, diversity and inclusion.	Director, curriculum integrity	✔	✔			

STRATEGIC PRIORITY #5:
Leverage digital strategies

DEFINITION:

A broad range of communication and information technologies that can be used to support learning, teaching, assessment of students, and research activities of faculty within the College of Nursing.

MEASURES:

- Orientation sessions to XR and intranet provided.

- Evidence of increased use of innovative technology.

- Increased hardware and software assets.

- Computer based testing IT proposal accepted and implemented.

- Faculty and staff report self-efficacy with accessing and implementing digital strategies in their work.

Strategic Initiative	Operations team lead	2023/24	2024/25	2025/26	2026/27	2027/28
5.1	**ENGAGE IN CONSULTATION WITH STAKEHOLDERS**					
5.1.1 **Survey faculty regarding perceived technology adoption roadblocks, issues and support needed to assist in their teaching and research activities.**	Director, CCA and digital strategies	✔	✔			
5.1.2 **Engage with the university offices of Information Services and Technology, Information Security & Compliance, and Access and Privacy to support safe and secure implementation of new initiatives.**	Director, CCA and digital strategies	✔	✔	✔	✔	✔
5.1.3 **Engage with student advisors and support staff regarding perceived technology adoption roadblocks, issues and support needed.**	Operations Manager Director, CCA and digital strategies	✔	✔	✔	✔	✔
5.2	**UTILIZE LEADING-EDGE DIGITAL STRATEGIES TO ENHANCE TEACHING, LEARNING, RESEARCH AND COMMUNICATION**					
5.2.1 **Streamline processes for accessing technology, such as spaces and supports for computer-based testing and centralized booking system for VR space and assets.**	Director, CCA and digital strategies	✔	✔			
5.2.2 **Establish College of Nursing intranet** ■ Create organized roadmap for intranet structure ■ Scan shared drive and move items to intranet ■ Create links to items located on other sites to create sole source and ensure most current version	Director, CCA and digital strategies	✔	✔			
5.2.3 **Work with internal and external stakeholders to enhance supports and processes for accessing and using existing digital assets such as:** ■ HSPnet ■ Entrada ■ UML reading lists ■ EPR ■ Work with internal and external stakeholders to identify need for updated training system for students to align with regional standards ■ Work with 0500 lead and Shared Health Digital Health to streamline processes for student account provisioning	Director, CCA and digital strategies	✔	✔			
5.2.4 **Leverage existing tools such as MS forms to streamline processes for automated systems, such as declarations.**	Director, CCA and digital strategies Director, clinical education	✔	✔			

Strategic Initiative		Operations team lead	2023/24	2024/25	2025/26	2026/27	2027/28
5.2.5	**Support adaptation of new simulation technologies into existing systems.**	Director, CCA and digital strategies Director, skills and simulation centre	✔	✔	✔	✔	✔
5.2.6	**Expand the use of extended reality (XR=virtual/ augmented/immersive reality)** ▪ Identify areas where XR could be best implemented to enhance teaching and learning at UM and UCN ▪ Expand existing VR hardware/ software assets and supports to allow for all College of Nursing programs to have access ▪ Create 360 content utilizing software such as Adobe Captivate, Cenario, or ImmerseCreate accessible meeting spaces within VR to expand ability of faculty to engage in consultations/ research projects with global stakeholders	Director, CCA and digital strategies	✔	✔	✔	✔	✔
5.2.7	**Evaluate the implementation of XR program.**	AD, undergraduate programs Director, CCA and digital strategies	✔	✔	✔		
5.3	**INTEGRATE EDUCATION AND LEARNING TECHNOLOGIES FOR FACULTY AND STAFF**						
5.3.1	**Develop UM Learn site for Digital Strategy that would include:** ▪ repository of software and technologies currently in use at the College of Nursing ▪ Frequently asked questions (FAQs) for common applications ▪ decision-making map for faculty and staff regarding who to contact for assistance with technological issues (the centre / DDS / UM IT or digital coordinator), ▪ transparent and timely processes, workflows, and forms for College of Nursing faculty and programs purchasing hardware and software.	Director, CCA and digital strategies	✔	✔			
5.3.2	**Provide orientation to navigation and utilization of College of Nursing Intranet and XR.**	Director, CCA and digital strategies	✔	✔	✔	✔	✔
5.3.3	**Provide technical and practical advice for faculty troubleshooting issues with day-to-day application of digital strategies.**	Director, CCA and digital strategies	✔	✔	✔	✔	✔

STRATEGIC PRIORITY #6:
Enhance the teaching and working environment

DEFINITION:

Creating a teaching and working community that embodies the mission and values of the College of Nursing. All members are dedicated to completing the tasks within their role and doing them to the best of their ability. They are enthusiastic about promoting the College of Nursing within and beyond the university. A happy employee is a productive employee.

MEASURES:

▪ Increased recruitment and retention of faculty and staff.

▪ Increased collaboration between teams (e.g. teaching, research, administration).

▪ Increased faculty and staff engagement in professional and social activities.

▪ Increased job satisfaction.

▪ Increased productivity.

Strategic Initiative	Operations team lead	2023/24	2024/25	2025/26	2026/27	2027/28
6.1 ENHANCE WORKPLACE WELLNESS						
6.1.1 Establish regular team building activities and/or social activities to promote collegial collaboration and communication across faculty, staff and students.	Leadership team Operations manager	✔	✔	✔	✔	✔
6.1.2 Host a monthly café to promote social engagement.	Operations manager	✔	✔	✔	✔	✔
6.1.3 Conduct monthly check-in sessions to promote timely identification and resolution of issues.	Dean, College of Nursing	✔	✔	✔	✔	✔
6.1.4 Create a digital suggestion box for faculty and staff to submit ideas for consideration by the leadership team.	Dean, College of Nursing	✔	✔	✔	✔	✔
6.2 ENHANCE MENTORSHIP OF FACULTY AND STAFF						
6.2.1 Redesign onboarding for new faculty and support staff tailored to specific roles and processes.	Director, faculty development Operations manager	✔	✔	✔		
6.2.2 Enhance mentorship program and professional development opportunities.	Director, faculty development	✔	✔	✔		
6.2.3 Provide mentorship in the integration of the principles of EDI.	Director, PINE program Director, curriculum integrity	✔	✔	✔	✔	✔
6.2.4 Implement recruitment and retention strategies and succession plans.	Leadership team	✔	✔	✔	✔	✔

STRATEGIC PRIORITY #7:
Enhance college visibility and identity

DEFINITION:

The College of Nursing is recognized as a leader in innovative nursing education.

MEASURES:

- Increased number of student applications in all programs.

- CASN accreditation of BN program.

- CMM accreditation of bachelor of midwifery program.

- User-friendly website.

- User-friendly intranet site.

- Number of positive media coverage/partnership stories/op-eds.

- Number of media interviews with faculty and students.

Strategic Initiative	Operations team lead	2023/24	2024/25	2025/26	2026/27	2027/28
7.1 PROMOTE AWARENESS OF THE COLLEGE OF NURSING						
7.1.1 Maintain innovative marketing, communication and social media.	Leadership team	✔	✔	✔	✔	✔
7.1.2. Create a plan to promote the bachelor of midwifery program.	Director, bachelor of midwifery program	✔	✔	✔	✔	✔
7.1.3 Establish a virtual strategic plan dashboard.	Dean, College of Nursing	✔	✔	✔	✔	✔
7.2 STRENGTHEN NURSING PRESENCE						
7.2.1 Continue the development of collaborative relationships and decision making.	Leadership team	✔	✔	✔	✔	✔
7.2.2 Continue to publish an annual report and circulate to broad range of stakeholders including intersectoral collaboration.	Dean, College of Nursing	✔	✔	✔	✔	✔
7.2.3 Feature an alumna in each edition of the College of Nursing e-newsletter.	Dean, College of Nursing	✔	✔	✔	✔	✔

STRATEGIC PRIORITY #8:
Strengthen and grow partnerships

DEFINITION:

The College of Nursing is recognized for its strong and positive relationships with colleagues across the university and with its new and existing external partnerships and alumni.

MEASURES:

- Actively engaged alumni.

- Partnerships established with professional associations, health regions, community groups, and Indigenous organizations.

- Number of community engagement sessions.

- Number of faculty serving on boards and external committees.

Strategic Initiative	Operations team lead	2023/24	2024/25	2025/26	2026/27	2027/28
8.1 STRENGTHEN COLLABORATION ACROSS THE UNIVERSITY						
8.1.1 Build relationships with alumni by hosting meet and greet receptions, luncheons and Homecoming events.	Dean	✔	✔	✔	✔	✔
8.1.2 Build relationships with identified potential donors through regular meetings and sharing of information.	Dean	✔	✔	✔	✔	✔
8.1.3 Maintain a strong partnership with UCN.	Dean, College of Nursing Dean, Faculty of Health, UCN	✔	✔	✔	✔	✔
8.2 BUILD RELATIONSHIPS AND STRENGTHEN EXTERNAL PARTNERSHIPS						
8.2.1 Build relationships with clinical partners by collaborating with health region nursing leadership teams.	Dean	✔	✔	✔	✔	✔
8.2.2 Engage with interdisciplinary colleagues at UM and in the community.	Dean	✔	✔	✔	✔	✔
8.2.3 Conduct site visit to rural communities to promote community engagement and better understanding of community needs.	Dean	✔	✔	✔	✔	✔
8.2.4 Build a culture of advancement and philanthropy to promote philanthropic donations.	Dean	✔	✔	✔	✔	✔
8.2.5 Build relationships with Indigenous communities such as Southern Chiefs Organization Inc., MKO, Treaty #3	Dean	✔	✔	✔	✔	✔
8.2.6 Advocate for student scholarships, bursaries and forgivable loans.	Dean	✔	✔	✔	✔	✔

Our values

COMMUNITY & COLLABORATION

Engaging in meaningful relationships and partnerships with students,intra/interprofessional colleagues and community partners in the pursuit of common goals.

SCHOLARSHIP & INNOVATION

Inspiring creativity, discovery and transformation through critical thinking, knowledge development and meaningful integration of new knowledge into education and practice.

EQUITY & INCLUSION

Creating an environment of cultural safety, belonging and collegiality that fosters respect for diverse opinions, an open exchange of ideas, and compassion and empathy for others.

PROFESSIONALISM

Demonstrating leadership in the pursuit of knowledge through ethical, competent and transparent practice of professional standards.

SOCIAL ACCOUNTABILITY

Committing to promote social justice, equity and directing education, research and service activities toward addressing the priority health concerns of the community, the region, or nation they have a mandate to serve.

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