

# Operational Plan

2023 – 2028



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## DEAN'S MESSAGE

As we celebrate our 80th anniversary of delivering quality nursing education, I am excited to share our 2023-2028 College of Nursing Strategic Plan that will build on our rich legacy of preparing exceptional nurses and nurse leaders for the health care system.

The College of Nursing has refreshed its strategic plan through extensive consultation and active engagement with students, faculty, staff and partners. Our strategic plan aligns with the Rady Faculty of Health Sciences and the University of Manitoba vision, mission, values and priorities and provides a five-year road map to promote excellence in teaching, research and service.

Our strategic initiatives are focused on promoting a positive student experience and facilitating student success. We will continue to do our utmost to understand and address the needs of our diverse student body. To promote cultural safety, we will continue to align our strategies with the Truth and Reconciliation Commission Calls to Action and the principles of equity, diversity and inclusion.

The next two years will be focused on the major expansion of our Bachelor of Nursing program that is designed to assist in addressing the critical nursing shortage in Manitoba. The program expansion also includes the transition to a three-term delivery model that will facilitate completion of the program one year ahead of the regular schedule.

The College of Nursing is a national leader in integrating simulation and immersive virtual reality into our curricula that is transforming program delivery and the student learning experience. We will continue to build our expertise and capacity in this area.

We were excited to launch our new Bachelor of Midwifery program in September 2021 and now look forward to celebrating with our first graduates of the program in April 2024.

We will continue to expand our research capacity, enhance our clinical nursing research collaborations, provide mentorship to strengthen faculty and student engagement in research, and integrate Indigenous perspectives and principles of equity, diversity and inclusion in research and dissemination.

I would like to thank our Strategic Planning Team and all those who contributed to the development of our strategic plan. Our plan will help us to deliver exceptional education, advance research, make service contributions, and support our students in achieving success.

It's important to us that you are able to follow our progress in achieving our strategic priorities and initiatives. We will post a strategic plan dashboard to keep you up to date on where we are in realizing our plan.

Sincerely,

**Dr. Netha Dyck**

Dean, College of Nursing





## 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 Framework & Operational Plan

Our strategic framework outlines our vision, mission, values and strategic priorities. This operational plan further elaborates on each of our strategic priorities, outlining the initiatives we are committed to achieve the next five years.

### OUR VISION

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

### OUR MISSION

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



# Strategic priorities and initiatives

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| <b>1.</b> Strengthen learning environment and educational program excellence | 1.1 Expand capacity of College of Nursing programs<br>1.2 Create a centre of excellence in nursing education<br>1.3 Enhance interprofessional education and collaborative practice<br>1.4 Establish Indigenous pedagogy and cultural safety within the College of Nursing programs<br>1.5 Enhance the bachelor of nursing program<br>1.6 Enhance the bachelor of midwifery program<br>1.7 Enhance the master of nursing (four streams) and PhD in nursing programs<br>1.8 Engage in program approval, program accreditation, and program evaluation |
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| <b>2.</b> Enhance performance-based education | 2.1 Enhance the performance-based education<br>2.2 Increase integration of theory and performance-based courses<br>2.3 Enhance clinical education facilitator (CEF) model<br>2.4 Determine future models of performance-based education |
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| <b>3.</b> Advance innovation and collaboration in research and scholarship | 3.1 Provide research leadership<br>3.2 Build research capacity |
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| <b>4.</b> 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<br>4.2 Promote cultural safety<br>4.3 Facilitate integration of equity, diversity and inclusion |
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| <b>5.</b> Leverage digital strategies | 5.1 Engage in consultation with stakeholders<br>5.2 Utilize leading-edge digital strategies to enhance teaching, learning, research and communication<br>5.3 Integrate education and learning technologies for faculty and staff |
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| <b>6.</b> Enhance the teaching and working environment | 6.1 Enhance workplace wellness<br>6.2 Enhance mentorship of faculty and staff |
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| <b>7.</b> Enhance college visibility and identity | 7.1 Promote awareness of the College of Nursing<br>7.2 Strengthen nursing presence |
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| <b>8.</b> Strengthen and grow partnerships | 8.1 Strengthen collaboration across the university<br>8.2 Build relationships and strengthen external partnerships |
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## STRATEGIC PRIORITY #1:

### Strengthen learning environment and educational program excellence

Strategic initiative	Operations team lead	2023/24	2024/25	2025/26	2026/27	2027/28
<b>1.1 EXPAND THE CAPACITY OF COLLEGE OF NURSING PROGRAMS</b>						
<b>1.1.1 Expand the capacity of the Bachelor of Nursing program:</b> <ul style="list-style-type: none"> <li>Expand the seat capacity by adding an intake of 120 students in May each year, starting May 2023</li> <li>Implement a three-term program delivery model</li> <li>Complete the recruitment of 20 faculty and 15 support staff to support the program expansion</li> <li>Complete the renovation of space to create a new simulation lab</li> <li>Complete the renovation of space to create additional office space for faculty and staff.</li> </ul>	Associate dean, undergraduate programs	✓	✓			
<b>1.1.2 Explore expanding the capacity of the nurse practitioner (NP) program by 80% (increase from 25 to 45 seats).</b>	Associate dean, graduate programs	✓				
<b>1.1.3 Explore expanding the capacity of clinical competence assessments for internationally educated nurses.</b>	Director, CCA and digital strategies	✓				
<b>1.1.4 Explore the implementation of teaching and learning hubs for the NP program with UCN.</b>	Director, NP program	✓				
<b>1.2 CREATE A CENTRE OF EXCELLENCE IN NURSING EDUCATION</b>						
<b>1.2.1 Promote and facilitate teaching excellence through faculty development and mentorship.</b>	Director, faculty development	✓	✓	✓	✓	✓
<b>1.2.2 Facilitate and support scholarly projects related to the scholarship of teaching and leadership in teaching innovation.</b>	Associate dean, undergraduate programs Director, faculty development	✓	✓	✓	✓	✓



Strategic initiative	Operations team lead	2023/24	2024/25	2025/26	2026/27	2027/28
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 Create team teaching guidelines to promote and enhance a teams-based approach to course delivery.	Director, faculty development	✓	✓	✓	✓	✓
1.2.6 Provide faculty support and education in 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 WNCASN Conference (February 2025).	Director, curriculum integrity	✓	✓			
<b>1.3 ENHANCE INTERPROFESSIONAL EDUCATION AND COLLABORATIVE PRACTICE</b>						
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	✓	✓	✓		
<b>1.4 ESTABLISH INDIGENOUS PEDAGOGY AND CULTURAL SAFETY WITHIN THE COLLEGE OF NURSING PROGRAMS</b>						
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	✓	✓	✓	✓	✓
<b>1.5 ENHANCE THE BACHELOR OF NURSING (BN) PROGRAM</b>						
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	✓	✓	✓	✓	✓



Strategic initiative	Operations team lead	2023/24	2024/25	2025/26	2026/27	2027/28
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 for RNs in Manitoba, e.g. LPN to BN.	Associate dean, undergraduate programs			✓	✓	✓
<b>1.6 ENHANCE THE BACHELOR OF MIDWIFERY PROGRAM</b>						
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	✓				
<b>1.7 ENHANCE THE MASTER OF NURSING (FOUR STREAMS) AND PHD IN NURSING PROGRAMS</b>						
1.7.1 Map the nurse practitioner program curriculum to the 2023 entry-level competencies for registered nurse (nurse practitioner)s or RN(NP)s.	Director, nurse practitioner program Director, curriculum integrity	✓	✓			
1.7.2 Map the curriculum in the master of nursing and PhD in nursing programs to the 2022 <i>National Nursing Education Framework</i> .	Associate dean, graduate programs Director, curriculum integrity	✓	✓	✓	✓	✓
1.7.3 Explore opportunities for intraprofessional, interprofessional, and intersectoral collaboration in graduate nursing programs.	Director, nurse practitioner program Associate Dean graduate programs	✓	✓	✓	✓	✓
1.7.4 Explore opportunities to integrate the evaluation of policies and interventions that address global and planetary health issues in graduate nursing programs.	Director, nurse practitioner program Associate Dean, graduate programs	✓	✓	✓	✓	✓
1.7.5 Explore opportunities to integrate digital health technology, services, and processes in graduate nursing programs.	Director of nurse practitioner program Associate dean, graduate programs Director of CCA and digital strategies	✓	✓	✓	✓	✓
1.7.6 Highlight how graduate nursing programs prepare graduates to develop initiatives or policies that promote anti-racism, health equity, and social justice in health care.	Associate dean, graduate programs	✓	✓	✓	✓	✓

Strategic initiative	Operations team lead	2023/24	2024/25	2025/26	2026/27	2027/28
<b>1.8 ENGAGE IN PROGRAM APPROVAL, PROGRAM ACCREDITATION AND PROGRAM EVALUATION</b>						
<b>1.8.1 Engage in BN program CRNM program approval in October 2023.</b>	Associate dean, undergraduate Director, curriculum integrity	✓				
<b>1.8.2 Engage in nurse practitioner program CRNM program approval in September 2025.</b>	Director, NP program		✓	✓		
<b>1.8.3 Engage in UM program approval of the MN and PhD in Nursing program in 2025.</b>	Associate dean, graduate programs		✓	✓		
<b>1.8.4 Engage in nurse practitioner program CASN accreditation in 2025.</b>	Director, NP program		✓	✓		
<b>1.8.5 Engage in CASN accreditation of the BN-UCN program in 2025.</b>	UCN program coordinator AD, undergrad		✓	✓		
<b>1.8.6 Engage in BN program CASN accreditation in 2027.</b>	AD, undergraduate programs Director, curriculum integrity				✓	✓
<b>1.8.7 Implement the CIPP evaluation framework across all programs.</b>	AD, grad programs AD, undergrad programs	✓	✓	✓	✓	✓
<b>1.8.8 Implement the evaluation plan for the BN program expansion.</b>	AD, UG programs Director, curriculum integrity	✓	✓			



## STRATEGIC PRIORITY #2:

### Enhance performance-based education

Strategic Initiative	Operations team lead	2023/24	2024/25	2025/26	2026/27	2027/28
<b>2.1 ENHANCE PERFORMANCE-BASED EDUCATION</b>						
<b>2.1.1</b> 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	✓	✓	✓	✓	✓
<b>2.1.2</b> Provide mentorship and professional development opportunities for new clinical course leaders.	Director, clinical education Director, faculty development	✓	✓	✓	✓	✓
<b>2.1.3</b> Provide mentorship and professional development opportunities for simulation/skills faculty and staff.	Director, skills and simulation centre	✓	✓	✓	✓	✓
<b>2.1.4</b> Implement and evaluate the competency-based model of clinical education.	Associate dean, undergraduate programs Director, curriculum integrity	✓	✓	✓		
<b>2.1.5</b> Enhance the remediation program for clinical courses.	Associate Dean, Undergraduate Programs Director, Clinical Education	✓	✓	✓	✓	✓
<b>2.1.6</b> Offer virtual educational sessions on topics of interest to clinical education facilitators (CEFs) and preceptors on a regular basis.	Director, Clinical Education	✓	✓	✓	✓	✓



Strategic Initiative	Operations team lead	2023/24	2024/25	2025/26	2026/27	2027/28
<b>2.2 INCREASE INTEGRATION OF THEORY AND PERFORMANCE-BASED COURSES</b>						
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	✓	✓	✓	✓	✓
<b>2.3 ENHANCE CLINICAL EDUCATION FACILITATOR (CEF) MODEL</b>						
2.3.1 Provide mentorship and professional development opportunities for CEFs	Director, clinical education	✓	✓	✓	✓	✓
2.3.2 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	✓	✓	✓	✓	✓
<b>2.4 DETERMINE FUTURE MODELS OF CLINICAL PRACTICE EDUCATION</b>						
2.4.1 Increase interprofessional collaboration with students in the clinical sites.	Director, clinical education	✓	✓	✓	✓	✓
2.4.2 Explore evidence-informed 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 an evidence-informed practice decision-making model into clinical education.	Director, skills and simulation centre	✓	✓	✓		
Strategic Initiative	Operations team lead	2023/24	2024/25	2025/26	2026/27	2027/28
<b>3.1 PROVIDE RESEARCH LEADERSHIP</b>						
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	✓	✓	✓	✓	✓



## STRATEGIC PRIORITY #3:

### Advance innovation and collaboration in research and scholarship

Strategic Initiative	Operations team lead	2023/24	2024/25	2025/26	2026/27	2027/28
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			✓	✓	✓
<b>3.2 BUILD RESEARCH CAPACITY</b>						
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	✓	✓	✓	✓	✓

Strategic Initiative	Operations team lead	2023/24	2024/25	2025/26	2026/27	2027/28
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

Strategic Initiative	Operations team lead	2023/24	2024/25	2025/26	2026/27	2027/28
<b>4.1 INCREASE RECRUITMENT OF INDIGENOUS STUDENTS, FACULTY AND STAFF</b>						
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	✓	✓	✓	✓	✓
<b>4.2 PROMOTE CULTURAL SAFETY</b>						
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	✓				

Strategic Initiative	Operations team lead	2023/24	2024/25	2025/26	2026/27	2027/28
4.2.5 Establish mechanisms to solicit feedback from students on feeling culturally safe.	Director, Mahkwa omushki kiim Anti-racism committee	✓	✓	✓	✓	✓
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	✓				
<b>4.3 FACILITATE INTEGRATION OF EQUITY, DIVERSITY AND INCLUSION</b>						
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

Strategic Initiative	Operations team lead	2023/24	2024/25	2025/26	2026/27	2027/28
<b>5.1 ENGAGE IN CONSULTATION WITH STAKEHOLDERS</b>						
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	✓	✓	✓	✓	✓
<b>5.2 UTILIZE LEADING-EDGE DIGITAL STRATEGIES TO ENHANCE TEACHING, LEARNING, RESEARCH AND COMMUNICATION</b>						
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 <ul style="list-style-type: none"> <li>Create organized roadmap for intranet structure</li> <li>Scan shared drive and move items to intranet</li> <li>Create links to items located on other sites to create sole source and ensure most current version</li> </ul>	Director, CCA and digital strategies	✓	✓			



Strategic Initiative	Operations team lead	2023/24	2024/25	2025/26	2026/27	2027/28
<b>5.2.3 Work with internal and external stakeholders to enhance supports and processes for accessing and using existing digital assets such as:</b> <ul style="list-style-type: none"> <li>HSPnet</li> <li>Entrada</li> <li>UML reading lists</li> <li>EPR</li> <li>Work with internal and external stakeholders to identify need for updated training system for students to align with regional standards</li> <li>Work with 0500 lead and Shared Health Digital Health to streamline processes for student account provisioning</li> </ul>	Director, CCA and digital strategies	✓	✓			
<b>5.2.4 Leverage existing tools such as MS forms to streamline processes for automated systems, such as declarations.</b>	Director, CCA and digital strategies Director, clinical education	✓	✓			
<b>5.2.5 Support adaptation and uptake of new simulation technologies and faculty-developed, research-based digital technologies to support learning.</b>	Director, CCA and digital strategies Director, skills and simulation centre	✓	✓	✓	✓	✓
<b>5.2.6 Expand the use of extended reality (XR=virtual/augmented/immersive reality)</b> <ul style="list-style-type: none"> <li>Identify areas where XR could be best implemented to enhance teaching and learning at UM and UCN</li> <li>Expand existing VR hardware/ software assets and supports to allow for all College of Nursing programs to have access</li> <li>Create 360 content utilizing software such as Adobe Captivate, Cenario, or Immerse</li> <li>Create accessible meeting spaces within VR to expand ability of faculty to engage in consultations/research projects with global stakeholders</li> </ul>	Director, CCA and digital strategies	✓	✓	✓	✓	✓
<b>5.2.7 Evaluate the implementation of XR program.</b>	AD, undergraduate programs Director, CCA and digital strategies	✓	✓	✓		

Strategic Initiative	Operations team lead	2023/24	2024/25	2025/26	2026/27	2027/28
<b>5.3 INTEGRATE EDUCATION AND LEARNING TECHNOLOGIES FOR FACULTY AND STAFF</b>						
<b>5.3.1 Develop UM Learn site for Digital Strategy that would include:</b> <ul style="list-style-type: none"> <li>repository of software and technologies currently in use at the College of Nursing</li> <li>Frequently asked questions (FAQs) for common applications</li> <li>decision-making map for faculty and staff regarding who to contact for assistance with technological issues (the centre / DDS / UM IT or digital coordinator),</li> <li>transparent and timely processes, workflows, and forms for College of Nursing faculty and programs purchasing hardware and software.</li> </ul>	Director, CCA and digital strategies	✓	✓			
<b>5.3.2 Provide orientation to navigation and utilization of College of Nursing Intranet and XR.</b>	Director, CCA and digital strategies	✓	✓	✓	✓	✓
<b>5.3.3 Provide technical and practical advice for faculty troubleshooting issues with day-to-day application of digital strategies.</b>	Director, CCA and digital strategies	✓	✓	✓	✓	✓





## STRATEGIC PRIORITY #6:

### Enhance the teaching and working environment

Strategic Initiative	Operations team lead	2023/24	2024/25	2025/26	2026/27	2027/28
<b>6.1 ENHANCE WORKPLACE WELLNESS</b>						
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	✓	✓	✓	✓	✓
<b>6.2 ENHANCE MENTORSHIP OF FACULTY AND STAFF</b>						
6.2.1 Redesign onboarding for new faculty tailored to specific roles and processes.	Director, faculty development	✓	✓	✓		
6.2.2 Redesign onboarding for new support staff tailored to specific roles and processes.	Operations Manager	✓	✓	✓		
6.2.3 Enhance mentorship program and professional development opportunities.	Director, faculty development	✓	✓	✓		
6.2.4 Provide mentorship in the integration of the principles of EDI.	Director, PINE program Director, curriculum integrity	✓	✓	✓	✓	✓
6.2.5 Implement recruitment and retention strategies and succession plans.	Leadership team	✓	✓	✓	✓	✓





## STRATEGIC PRIORITY #7:

### Enhance college visibility and identity

Strategic Initiative	Operations team lead	2023/24	2024/25	2025/26	2026/27	2027/28
<b>7.1 PROMOTE AWARENESS OF THE COLLEGE OF NURSING</b>						
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	✓	✓	✓	✓	✓
<b>7.2 STRENGTHEN NURSING PRESENCE</b>						
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

Strategic Initiative	Operations team lead	2023/24	2024/25	2025/26	2026/27	2027/28
<b>8.1 STRENGTHEN COLLABORATION ACROSS THE UNIVERSITY</b>						
8.1.1 Build relationships with alumni by hosting meet and greet receptions, luncheons and Homecoming events.	Dean	✓	✓	✓	✓	✓
8.1.2 Host special events to celebrate 80th Anniversary of the College of Nursing.	Dean	✓				
8.1.3 Build relationships with identified potential donors through regular meetings and sharing of information.	Dean	✓	✓	✓	✓	✓
8.1.4 Maintain a strong partnership with UCN.	Dean, College of Nursing Dean, Faculty of Health, UCN	✓	✓	✓	✓	✓
<b>8.2 BUILD RELATIONSHIPS AND STRENGTHEN EXTERNAL PARTNERSHIPS</b>						
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	✓	✓	✓	✓	✓



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