

FIVE YEAR STRATEGIC AND OPERATIONAL PLAN

2019-2024



OUR VISION

OUR MISSION

OUR VALUES

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

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

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

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.



STRATEGIC PRIORITIES

University of Manitoba	Rady Faculty of Health Sciences	College of Nursing
<ul style="list-style-type: none"> i. Inspiring minds <i>through innovative and quality teaching</i> ii. Driving discovery and insight <i>through excellence in research, scholarly work and other creative activities</i> iii. Creating pathways to Indigenous achievement iv. Building community that creates an outstanding learning environment v. Forging connections to foster high impact community engagement 	<ul style="list-style-type: none"> 1. Education and learning experience 2. Research 3. Indigenous health and achievement 4. Investment in resource base 5. Teaching and working environment 6. Community partnerships and collaboration 	<ul style="list-style-type: none"> 1. Strengthen learning environment and educational program excellence 2. Enhance clinical education 3. Advance innovation and collaboration in research and scholarship 4. Honour and integrate traditional Indigenous worldviews, ways of knowing, knowledge and practices about health and healing to promote cultural safety 5. Leverage technology 6. Enhance the teaching and working environment 7. Enhance college visibility and identity 8. Strengthen and grow partnerships

STRATEGIC PRIORITIES AND INITIATIVES

1.0 Strengthen learning environment and educational program excellence	<ul style="list-style-type: none"> 1.1 Promote teaching excellence 1.2 Establish bachelor of midwifery program 1.3 Enhance University of Manitoba / University College of the North (UCN) partnership 1.4 Enhance interprofessional education and collaborative practice 1.5 Facilitate innovation in graduate programs 1.6 Achieve Canadian Association of Schools of Nursing (CASN) accreditation 1.7 Enhance the bachelor of nursing (BN) program
2.0 Enhance clinical education	<ul style="list-style-type: none"> 2.1 Enhance the clinical education model 2.2 Increase integration of theory and clinical courses 2.3 Enhance Clinical Education Facilitator (CEF) model of engagement 2.4 Determine future models of clinical practice education 2.5 Integrate resiliency into nursing curriculum
3.0 Advance innovation and collaboration in research and scholarship	<ul style="list-style-type: none"> 3.1 Provide research leadership 3.2 Build research capacity 3.3 Promote awareness, recognition, and celebration of research
4.0 Honour and integrate Indigenous worldviews, ways of knowing, knowledge and practices about health and healing to promote cultural safety	<ul style="list-style-type: none"> 4.1 Increase recruitment of Indigenous students, faculty and staff 4.2 Promote cultural safety 4.3 Enhance the Aboriginal Nursing Cohort Initiative (ANCI)
5.0 Leverage technology	<ul style="list-style-type: none"> 5.1 Utilize leading-edge technology to enhance teaching, learning and communication 5.2 Provide education and learning technologies for faculty and staff 5.3 Provide support for research activities
6.0 Enhance the teaching and working environment	<ul style="list-style-type: none"> 6.1 Create workplace wellness 6.2 Enhance clarity of roles and fostering of expertise among faculty and staff 6.3 Establish clear processes and communication with faculty and staff
7.0 Enhance college visibility and identity	<ul style="list-style-type: none"> 7.1 Promote awareness of the College of Nursing 7.2 Strengthen nursing presence
8.0 Strengthen and grow partnerships	<ul style="list-style-type: none"> 8.1 Strengthen collaboration across the university 8.2 Build relationships and strengthen external partnerships

OUR PROGRAMS

Programs	Annual Intake
Bachelor of Nursing (BN)	240
Bachelor of Nursing with Collaborative University College of the North Cohort in The Pas and Thompson	40
Bachelor Program for Registered Nurses	20
Bachelor of Midwifery (BMid)	6
Master of Nursing (MN) with administration, clinical and education streams	20
Master of Nursing Nurse Practitioner (NP) stream	25
PhD of Nursing	8

OUR SERVICES AND CENTRES

Aboriginal Nursing Cohort Initiative (ANCI)

Simulation and Skills Centres

Student Resource Centre

Clinical Competency Assessment Centre

Manitoba Centre for Nursing and Health Research (MCNHR)



STRATEGIC OBJECTIVE #1 Strengthen Learning Environment and Educational Program Excellence

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

Achievement of CASN accreditation of the BN program in November 2020
 Achievement of College of Midwives of Manitoba accreditation of the BMid program
 Achievement of CASN accreditation of the Master of Nursing (NP) program
 Establishment of an honours stream in the BN program
 Multiple intakes in the Master of Nursing (MN) and PhD programs
 NCLEX-RN pass rate
 CNPE pass rate
 Graduate employment rate Graduation rate of PhD program

Strategic Initiative	Operations Team Lead	2019 /20	2020 /21	2021 /22	2022 /23	2023 /24
1.1 PROMOTE TEACHING EXCELLENCE						
1.1.1 Develop key competencies related to teaching excellence	Cheryl Dika	✓				
1.1.2 Develop and implement a faculty development plan relating to teaching excellence competencies	Cheryl Dika	✓				
1.1.3 Establish a scholarship of teaching interest group	Cheryl Dika	✓				
1.1.4 Establish College of Nursing teaching excellence awards	Sue McClement	✓				
1.1.5 Host an annual teaching showcase	Cheryl Dika		✓			
1.1.6 Explore the feasibility of establishing a research chair in teaching excellence	Sue McClement				✓	
1.2 ESTABLISH BACHELOR OF MIDWIFERY PROGRAM						
1.2.1 Develop Year 2, 3 and 4 BMid courses	Kellie Thiessen	✓				
1.2.2 Implement the BMid program	Kellie Thiessen		✓	✓	✓	✓
1.2.3 Prepare report for the first stage of the BMid program accreditation	Kellie Thiessen		✓			
1.2.4 Engage in the accreditation process site visit for the BMid program	Kellie Thiessen				✓	
1.3. ENHANCE U OF M / UCN PARTNERSHIP						
1.3.1 Forward revised the U of M / UCN program proposal through to the U of M Senate for approval	Netha Dyck	✓				
1.3.2 Revise the U of M-UCN legal partnership agreement	Netha Dyck	✓				
1.3.3 Implement the Senate proposal and revised the U of M / UCN agreement for the collaborative delivery of the BN program	Trina Arnold		✓	✓		
1.4 ENHANCE INTERPROFESSIONAL EDUCATION AND COLLABORATIVE PRACTICE						
1.4.1 Integrate at least one interprofessional clinical experience for each student in the BN program	Donalda Wotton			✓		

STRATEGIC OBJECTIVE #1 Strengthen Learning Environment and Educational Program Excellence

Strategic Initiative	Operations Team Lead	2019 /20	2020 /21	2021 /22	2022 /23	2023 /24
1.4.2 Increase opportunities for engagement in interprofessional courses such as options in aging and family caregiving across the lifespan	Trina Arnold	✓	✓	✓	✓	✓
1.4.3 Develop a plan to provide opportunities for students to engage in intraprofessional education and practice	Cheryl Dika, Trina Arnold	✓				
1.4.4 Implement a plan to provide opportunities for students to engage in intraprofessional education and practice	Cheryl Dika, Trina Arnold		✓	✓	✓	✓
1.5 FACILITATE INNOVATION IN GRADUATE PROGRAMS						
1.5.1 Revisit the admission process for graduate programs and investigate feasibility of requiring a letter of recommendation and interview	Donna Martin	✓				
1.5.2 Implement the nurse practitioner/dental oral systemic health project	Cheryl Dika	✓				
1.5.3 Participate in the establishment of NP services in the Bannatyne health clinic	Darlene Pierce	✓				
1.5.4 Explore multiple intakes into the graduate programs	Donna Martin	✓				
1.5.5 Explore feasibility of offering MN and PhD courses online	Donna Martin	✓	✓			
1.5.6 Explore opportunities for the delivery of Continuing Professional Development (CPD) courses in conjunction with RFHS CPD	Associate Deans	✓	✓	✓	✓	✓
1.5.7 Integrate Indigenous pedagogy, content and practices into the program	Cheryl Dika	✓	✓	✓	✓	✓
1.6 ACHIEVE CASN ACCREDITATION						
1.6.1 Prepare and submit the application for the CASN accreditation process for the BN program by October 2019	Cheryl Dika	✓				
1.6.2 Prepare and submit the self-study report for CASN accreditation process of the BN program by October 2020	Cheryl Dika		✓			
1.6.3 Engage in CASN accreditation site visit in November 2020	Cheryl Dika		✓			
1.6.4 Engage in CASN accreditation site visit for the NP program in November 2019	Cheryl Dika	✓				
1.7 ENHANCE THE BN PROGRAM						
1.7.1 Implement the Strategic Enrolment Management Plan 2018-2023.	Marie Edwards, Donna Martin	✓	✓	✓	✓	✓
1.7.2 Incorporate and address the new CRNM entry-level competencies in the BN program	Marie Edwards	✓	✓			
1.7.3 Integrate strategies to promote resiliency such as participation in self-care, building strong relationships; focusing on strengths and reflective practice, promoting flexibility and service orientation	Trina Arnold		✓	✓		
1.7.4 Revisit admission English language proficiency requirements	Marie Edwards	✓				

STRATEGIC OBJECTIVE #1 Strengthen Learning Environment and Educational Program Excellence

Strategic Initiative	Operations Team Lead	2019 /20	2020 /21	2021 /22	2022 /23	2023 /24
1.7.5 Conduct an assessment and address the student support services required to address the diversity within the student population	Trina Arnold	✓				
1.7.6 Create a safe environment that supports inclusive teaching to address the diversity of cultures among students	Trina Arnold	✓	✓			
1.7.7 Integrate Indigenous pedagogy, content and practices into the program	Trina Arnold	✓	✓	✓	✓	✓
1.7.8 Revisit requirement for a statistics course in the BN program	Trina Arnold		✓			
1.7.9 Explore best practices related to the selection process for admission of students into the BN program, such as inclusion of mini-interviews	Trina Arnold		✓			
1.7.10 Explore the feasibility of an honours stream for the BN program	Trina Arnold	✓				
1.7.11 Establish an honours stream in the BN program	Trina Arnold		✓			
1.7.12 Establish an entry option into the BN program for LPNs and RPNs	Trina Arnold		✓	✓	✓	
1.7.13 Establish an entry option into the BN program for students who have completed a degree	Trina Arnold			✓	✓	
1.7.14 Establish international student and faculty exchanges	Cheryl Dika			✓	✓	✓
1.7.15 Explore partnering with UCN in the development of courses for northern nursing	Trina Arnold		✓			
1.7.16 Implement innovative modes of delivery of programs and courses (e.g.: virtual, robotics)	Cheryl Dika		✓	✓	✓	✓

STRATEGIC OBJECTIVE #2 Enhance Clinical Education

DEFINITION

Developing an integrated and responsive clinical education program for undergraduate students.

MEASURES

Roles of faculty, facilitators and students are clear and well understood

Increased recruitment and retention of clinical education facilitators

Improved job satisfaction amongst clinical education facilitators

Satisfaction of senior practicum preceptors

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 clinical courses

Documented evidence of alignment between theory, clinical/simulation, and skills lab courses

Changes made based on student feedback

Strategic Initiative	Operations Team Lead	2019 /20	2020 /21	2021 /22	2022 /23	2023 /24
2.1 ENHANCE THE CLINICAL EDUCATION MODEL						
2.1.1 Consider further expansion of the clinical partnership model	Donalda Wotton	✓				
2.1.2 Enhance the supports and resources available for preceptors	Donalda Wotton	✓	✓	✓	✓	✓
2.1.3 Explore the integration of augmented and virtual reality into skills and simulation learning	Barb Goodwin, Kim Workum	✓	✓	✓	✓	✓
2.2 INCREASE INTEGRATION OF THEORY AND CLINICAL COURSES						
2.2.1 Utilize course leader role to oversee theory and clinical courses in corresponding term	Donalda Wotton	✓				
2.2.2 Evaluate the need for and model of other priority clinical experiences in response to societal trends, e.g. dementia care, mental health and addictions, palliative care, oncology, home care, renal care, maternal health/child outreach, northern nursing	Donalda Wotton	✓				
2.2.3 Cultivate positive relationships with clinical practice partners	Donalda Wotton	✓	✓	✓	✓	✓
2.3 ENHANCE CEF MODEL OF ENGAGEMENT						
2.3.1 Create an evidence-informed model of engagement for CEFs and theory educators	Donalda Wotton	✓				
2.3.2 Implement new model of engagement for CEFs and theory educators	Donalda Wotton	✓	✓			
2.4 DETERMINE FUTURE MODELS OF CLINICAL PRACTICE EDUCATION						
2.4.1 Evaluate model of student preparation for clinical practice	Donalda Wotton	✓				
2.4.2 Implement new model of student preparation for clinical practice	Donalda Wotton	✓	✓			
2.4.3 Increase interprofessional collaboration with students in the clinical sites	Donalda Wotton	✓	✓	✓	✓	

STRATEGIC OBJECTIVE #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 U of M 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

Strategic Initiative	Operations Team Lead	2019 /20	2020 /21	2021 /22	2022 /23	2023 /24
3.1 PROVIDE RESEARCH LEADERSHIP						
3.1.1 Collaborate with RFHS to identify and nominate competitive faculty members for Tier 1 Canada Research Chairs	Sue McClement	✓	✓	✓	✓	✓
3.1.2 Collaborate with VP External regarding mechanisms to secure funding to support endowed research chair	Sue McClement	✓	✓	✓	✓	✓
3.1.3 Collaborate with RFHS Vice-Dean Research and health care facilities to create clinical nurse scientist positions	Sue McClement	✓	✓	✓	✓	✓
3.1.4 Establish international partnerships for collaborative research	Sue McClement	✓	✓	✓	✓	✓
3.2 BUILD RESEARCH CAPACITY						
3.2.1 Facilitate tenure track and nurse practitioner faculty engagement in research	Sue McClement	✓	✓	✓	✓	✓
3.2.2 Facilitate undergraduate and graduate student engagement in research	Sue McClement	✓	✓	✓	✓	✓
3.2.3 Develop, implement and evaluate a mentorship plan for faculty and student research	Sue McClement	✓	✓	✓	✓	✓
3.2.4 Develop, implement and evaluate a plan to facilitate instructor participation in research projects/scholarship	Sue McClement	✓	✓	✓	✓	✓
3.2.5 Enhance research collaborations with clinical stakeholders in Manitoba	Sue McClement	✓	✓	✓	✓	✓
3.2.6 Increase internal and external graduate student funding support	Donna Martin	✓	✓	✓	✓	✓
3.2.7 Increase the number of faculty leading interdisciplinary research teams	Sue McClement	✓	✓	✓	✓	✓

STRATEGIC OBJECTIVE #3 Advance Innovation and Collaboration in Research and Scholarship

Strategic Initiative	Operations Team Lead	2019 /20	2020 /21	2021 /22	2022 /23	2023 /24
3.2.8 Develop knowledge translation capacity within the College of Nursing	Sue McClement	✓	✓	✓	✓	✓
3.2.9 Create opportunities for collaboration with nurse clinicians	Sue McClement	✓	✓	✓	✓	✓
3.2.10 Expand opportunities for student engagement in research	Sue McClement	✓	✓	✓	✓	✓
3.3 PROMOTE AWARENESS, RECOGNITION AND CELEBRATION OF RESEARCH						
3.3.1 Facilitate the acknowledgement/celebration of accomplishments of faculty in research	Sue McClement	✓	✓	✓	✓	✓
3.3.2 Implement the new branding strategy developed for MCNHR	Sue McClement	✓				
3.3.3 Increase the visibility of research and scholarship in the College of Nursing through traditional and social media	Sue McClement RFHS Communications	✓	✓	✓	✓	✓

STRATEGIC OBJECTIVE #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	2019 /20	2020 /21	2021 /22	2022 /23	2023 /24
4.1 INCREASE RECRUITMENT OF INDIGENOUS STUDENTS, FACULTY AND STAFF						
4.1.1 Increase recruitment of students with Indigenous ancestry	Trina Arnold	✓	✓	✓	✓	✓
4.1.2 Increase scholarships for students with Indigenous ancestry	Marie Edwards	✓	✓	✓	✓	✓
4.1.3 Increase recruitment 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	Donna Martin	✓	✓	✓	✓	✓
4.2 PROMOTE CULTURAL SAFETY						
4.2.1 Provide cultural safety education for all faculty and staff	Associate Deans	✓	✓	✓	✓	✓
4.2.2 Establish a designated study /gathering space for students with Indigenous ancestry	Trina Arnold	✓	✓			
4.2.3 Establish an Indigenous advisory group comprised of Indigenous Elders, scholars and nurses	Netha Dyck	✓				
4.2.4 Establish a Knowledge Keeper-in-Residence position for the College of Nursing	Trina Arnold	✓				
4.2.5 Provide education regarding indigenization of curriculum	Trina Arnold	✓	✓	✓	✓	✓
4.2.6 Create a resource page describing Indigenous resources available to faculty, staff and students	Trina Arnold	✓				
4.2.7 Collaborate with Ongomiizwin and Migizii Agamik to integrate Indigenous perspectives into all programs	Associate Deans	✓	✓	✓	✓	✓
4.2.8 Review concepts within the undergraduate curriculum and identify potential additions consistent with the TRC Calls for Action #24	Trina Arnold	✓				
4.2.9 Implement the learner mistreatment policy in the College of Nursing	Marie Edwards Trina Arnold	✓				
4.2.10 Establish mechanisms to solicit feedback from students on feeling culturally safe	Trina Arnold	✓	✓	✓	✓	✓

STRATEGIC OBJECTIVE #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	2019 /20	2020 /21	2021 /22	2022 /23	2023 /24
4.3 ENHANCE ANCI						
4.3.1 Implement the ANCI strategic priorities and initiatives for 2019-2023	Trina Arnold	✓	✓	✓	✓	✓
4.3.2 Change the name of ANCI to reflect Indigenous student focus	Trina Arnold	✓				

STRATEGIC OBJECTIVE #5 Leverage Technology

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

Inventory of IT infrastructure within the College of Nursing
 Inventory of research software within the College of Nursing
 Virtual tours of simulation and skills lab completed
 Education on learning technologies provided
 Evidence of increased use of innovative technology

Strategic Initiative	Operations Team Lead	2019 /20	2020 /21	2021 /22	2022 /23	2023 /24
5.1 UTILIZE LEADING EDGE TECHNOLOGY TO ENHANCE TEACHING, LEARNING AND COMMUNICATION						
5.1.1 Develop, implement and evaluate the technology implementation plan	Trina Arnold	✓	✓	✓		
5.1.2 Utilize resources through CATL for the implementation of leading edge technology	Trina Arnold Cheryl Dika	✓	✓	✓	✓	✓
5.1.3 Capture inventory and overview of IT infrastructure including Sim Lab, Question Mark, Entrada, UM Learn	Trina Arnold	✓				
5.1.4 Create/explore an application for use within the CEF model that is linked to the entry-level competencies	Donalda Wotton	✓	✓			
5.1.5 Establish video recording and/or livestreaming of lectures and posting them for students' review	Mark Boiteau	✓				
5.1.6 Prepare and post virtual tours of simulation and skills labs	Barb Goodwin	✓				
5.1.7 Utilize technology to enhance communication and collaboration during senior practicum placements.	Donalda Wotton	✓				
5.1.8 Expand blended learning initiatives	Cheryl Dika	✓	✓	✓	✓	✓
5.2 PROVIDE EDUCATION AND LEARNING TECHNOLOGIES FOR FACULTY AND STAFF						
5.2.1 Provide education re Concur for faculty and staff	Lisa Wong	✓	✓	✓	✓	
5.2.2 Explore implementation of SharePoint	Trina Arnold	✓				
5.2.3 Offer orientation for new and existing products related to simulation, software, Outlook etc.	Kim Workum Lisa Wong	✓	✓	✓	✓	
5.2.4 Investigate the use of mobile and virtual workstations	Mark Boiteau	✓				
5.2.5 Utilize existing supports, such as CATL and Bannatyne Campus resources	Cheryl Dika	✓				
5.2.6 Develop and implement policies to support appropriate and effective use of technologies	Trina Arnold	✓	✓	✓	✓	✓
5.3 PROVIDE SUPPORT FOR RESEARCH ACTIVITIES						
5.3.1 Establish an inventory of research software available in the college	Sue McClement	✓				
5.3.2 Collaborate with knowledge translation and computer science for eHealth research	Sue McClement	✓				

STRATEGIC OBJECTIVE #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 where all members are dedicated to completing the tasks within their role and doing them to the best of their ability and 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 in relation to faculty/staff role

Strategic Initiative	Operations Team Lead	2019 /20	2020 /21	2021 /22	2022 /23	2023 /24
6.1 CREATE WORKPLACE WELLNESS						
6.1.1 Establish a workplace wellness working group to explore workplace wellness program options for faculty and staff	Leadership Team	✓				
6.1.2 Establish regular team building activities to promote collegial collaboration and communication across faculty, staff and students	Leadership Team	✓	✓	✓	✓	
6.1.3 Establish yearly social activity to fundraise for 'faculty fund' (to be named) e.g. new hire welcomes, coffee/tea, flowers for life events	Leadership Team	✓	✓	✓	✓	✓
6.1.4 Integrate strategies to build resiliency among faculty	Cheryl Dika	✓	✓			
6.1.5 Integrate strategies to build resiliency among support staff	Lisa Wong	✓	✓			
6.2 ENHANCE CLARITY OF ROLES AND FOSTERING OF EXPERTISE AMONG FACULTY AND STAFF						
6.2.1 Redesign orientation for new faculty and support staff tailored to specific roles and processes	Cheryl Dika, Lisa Wong	✓				
6.2.3 Enhance mentorship program and professional development opportunities	Cheryl Dika	✓	✓	✓	✓	
6.2.4 Develop and implement a faculty development plan	Cheryl Dika	✓	✓	✓	✓	
6.2.5 Develop and implement a professional development plan for support staff, re teamwork, collaboration and leadership	Lisa Wong		✓	✓	✓	
6.2.6 Geographically situate teaching/research team members	Lisa Wong	✓				
6.3 ESTABLISH CLEAR PROCESSES AND COMMUNICATION WITH FACULTY AND STAFF						
6.3.1 Invest in IT resources and support to promote the College of Nursing. (e.g.: video wall, way finder)	Mark Boiteau	✓	✓	✓	✓	✓

STRATEGIC OBJECTIVE #7 Enhance College Visibility and Identity

DEFINITION

The College of Nursing is recognized as a leader in innovative nursing education and research and experts in quality health care.

MEASURES

Increased number of student applications in all programs CASN accreditation of BN and NP programs

CMM accreditation of BMid program

User-friendly website – increased hits and views of website

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

Number of media interviews with faculty

Strategic Initiative	Operations Team Lead	2019 /20	2020 /21	2021 /22	2022 /23	2023 /24
7.1 PROMOTE AWARENESS OF THE COLLEGE OF NURSING						
7.1.1 Implement innovative marketing, communication and social media strategies	Leadership Team	✓	✓	✓	✓	✓
7.1.2 Enhance website to reflect our identity	Leadership Team	✓	✓	✓	✓	✓
7.1.3 Consider establishing a College of Nursing marketing and communications task force	Netha Dyck	✓				
7.2 STRENGTHEN NURSING PRESENCE						
7.2.1 Continue the development of collaborative relationships and decision-making	Leadership Team	✓	✓	✓	✓	✓
7.2.2 Publish an annual report and circulate to broad range of stakeholders	Netha Dyck	✓	✓	✓	✓	✓
7.2.3 Implement the approved branding for research at MCNHR	Sue McClement	✓				

STRATEGIC OBJECTIVE #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	2019 /20	2020 /21	2021 /22	2022 /23	2023 /24
8.1 STRENGTHEN COLLABORATION ACROSS THE UNIVERSITY						
8.1.1 Strengthen collaboration with RFHS through collaboration with deans and vice-deans	Netha Dyck	✓	✓	✓	✓	✓
8.1.2 Build relationships with alumni by hosting meet and greet receptions	Netha Dyck	✓	✓	✓	✓	✓
8.1.3 Build relationships with identified potential donors through regular meetings and sharing of information	Netha Dyck	✓	✓	✓	✓	✓
8.1.4 Prepare print and electronic materials to promote the College of Nursing to the various internal and external partners	Netha Dyck	✓	✓	✓	✓	✓
8.2 BUILD RELATIONSHIPS AND STRENGTHEN EXTERNAL PARTNERSHIPS						
8.2.1 Build relationships with clinical partners by collaborating with health region nursing leadership teams	Netha Dyck	✓	✓	✓	✓	✓
8.2.2 Establish a clinical chair or professorship in collaboration with clinical sites	Netha Dyck	✓				
8.2.3 Build relationships with Manitoba Health and Manitoba Education and Training through regular meetings with ministry counterparts	Netha Dyck	✓	✓	✓	✓	✓
8.2.4 Build relationships with regulatory bodies through regular meetings with their senior leadership and the Manitoba nursing leadership forum	Netha Dyck	✓	✓	✓	✓	✓
8.2.5 Engage with interdisciplinary colleagues at the U of M and in the community	Netha Dyck	✓	✓	✓	✓	✓
8.2.6 Develop an International Framework to support engagement in international partnerships for education and research	Netha Dyck	✓				
8.2.7 Nominate faculty to serve on boards and external committees	Netha Dyck	✓	✓	✓	✓	✓
8.2.8 Build a culture of advancement and philanthropy to promote philanthropic donations	Netha Dyck	✓	✓	✓	✓	✓
8.2.8 Celebrate the 40th anniversary of the College of Nursing MN program in 2020 and 35th anniversary of MCNHR	Netha Dyck		✓			
8.2.10 Celebrate the 2020 International Year of the Nurse and Midwife	Netha Dyck	✓				

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