Five-Year Strategic Framework and Plan

2023 — 2028

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University of Manitoba | Rady Faculty of Health Sciences

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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 it's 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**

Our strategic framework 2023 − 2028

Our strategic framework includes our vision, mission, values and strategic priorities

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

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 evidence-informed 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.
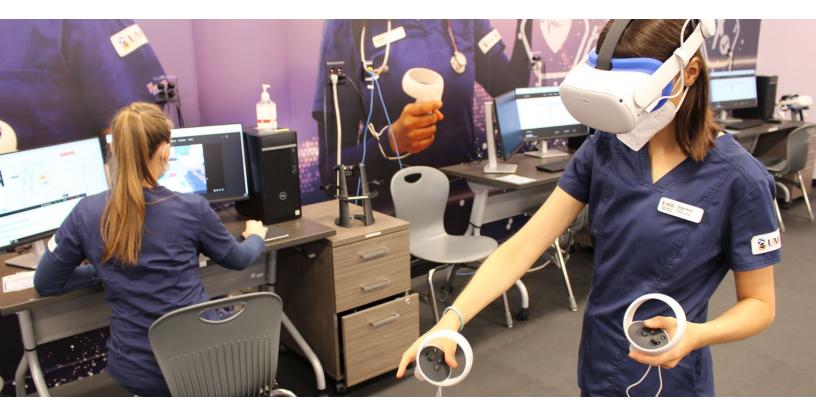
SOCIAL ACCOUNTABILITY

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.

Our aligned strategic priorities

UNIVERSITY OF MANITOBA

I. Inspiring minds through innovative and quality teaching

II. Driving discovery and insight through excellence in research, scholarly work and other creative activities

III. Creating pathways to Indigenous achievement

IV. Building community that creates an outstanding learning environment

V. Forging connections to foster high impact community engagement

RADY FACULTY OF HEALTH SCIENCES

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

COLLEGE OF NURSING

1. Strengthen the learning environment and educational program excellence

2. Enhance performance-based education

3. Advance innovation and collaboration in research and scholarship

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

5. Leverage digital strategies

6. Enhance the teaching and working environment

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 Establish 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 Enhance the master of nursing (four streams) and PhD in nursing programs
1.8 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 performace-based courses
2.3 Enhance clinical education facilitator (CEF) model
2.4 Determine future models of performance-based 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

STRATEGIC PRIORITY #1:
Strengthen learning environment and educational program excellence

This means

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.

Success will be measured by

- National Council Licensure Examination (NCLEX) pass rate
- Canadian Nurse Practitioner Exam pass rate
- Graduation rate
- Graduate employment rate
- Successful program approval, program accreditation, and program evaluation

STRATEGIC PRIORITY #2:
Enhance performance-based education

This means

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

Success will be measured by

- Increased recruitment and retention of performance-based education facilitators.
- Job satisfaction amongst performance-based education facilitators, preceptors and clinical course leaders.
- Increased confidence amongst clinical partners with respect to graduating students' readiness for practice.
- Student satisfaction with performance-based education 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 PRIORITY #3:
Advance innovation and collaboration in research and scholarship

This means

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.

Success will be measured by

- 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 Clinical Nurse Scientist positions in health-care facilities and Research Chairs in the College of Nursing.

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

This means

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.

Success will be measured by

- 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 PRIORITY #5:
Leverage digital strategies

This means

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.

Success will be measured by

- Orientation sessions to virtual/augmented/ immersive reality (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 PRIORITY #6:
Enhance the teaching and working environment

This means

Creating a teaching and working community that embodies the mission and values of the College of Nursing. All members are dedicated to completing their role 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.

Success will be measured by

- 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 teamwork and faculty/staff role.

STRATEGIC PRIORITY #7:
Enhance college visibility and identity

This means

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

Success will be measured by

- 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 PRIORITY #8:
Strengthen and grow partnerships

This means

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.

Success will be measured by

- 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.

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