



UNIVERSITY OF CALGARY
FACULTY OF NURSING

2024-2030

Toward Tomorrow

Faculty of Nursing
Strategic Plan



***Toward Tomorrow* is more than a plan, it is our commitment to you, to our community and to the future of health care that we will continue to shape the future of nursing and health care in Calgary and beyond.**

Our Faculty of Nursing strategic plan follows our university's motto "Start Something" and builds on the broader vision of UCalgary's *Ahead of Tomorrow*, but tailored to the nursing landscape. This "nursified" approach focuses on four strategic commitments designed to serve our students, faculty, staff and our community partners.



DEAN'S MESSAGE

As your interim UCalgary Nursing dean, I am delighted to share *Toward Tomorrow*, our new strategic plan that will help define the faculty's path for the next six years and beyond. The plan, crafted over the past two years, follows the spirit of our university's motto "Start Something," and is indicative of our commitment to not just start, but to sustain and grow our nursing community into a powerful force in Canadian health-care education.

We have been guided for just over five years by visionary leadership and as a result, have a very strong foundation on which to build. Our strategies, while reflective of the broader vision of *Ahead of Tomorrow* UCalgary's ambitious "mosaic for the future," are uniquely tailored to the nursing landscape. We have taken a "nursified" approach, focusing on four strategic commitments designed to better serve our students, our faculty, our staff and our community.

Embedded throughout this plan is our profound commitment to equity, diversity, inclusion and accessibility (EDIA), creating a faculty accessible to all and free from harassment, bullying and discrimination. Our dedication extends beyond mere compliance. Throughout our strategic planning process, we steadfastly viewed all priorities through an EDIA lens and, with new initiatives like an Indigenous health course in the new curriculum and establishment of an associate dean, Indigenous education role, we will continue to work toward adherence to ways of knowing, being, doing and connection. Our commitment to mental health and wellbeing is also unfaltering and foundational to our mandate.

2024 marks the 50th anniversary of our first graduating class of 1974. It is very fitting that *Toward Tomorrow* moves us forward without losing sight of what we have been building since the Faculty of Nursing was first founded in 1969. *Toward Tomorrow* is more than a plan; it is our commitment to you, to our community and to the future of health care that we will continue to shape the future of nursing and health care in Calgary and beyond. Enjoy the read—and the ride!

Dr. Catherine Laing, RN, PhD
Interim Dean, UCalgary Nursing



Our Vision

Nursing excellence through leadership, innovation and resilience

Our Values

INCLUSIVITY

We recognize and respect diversity, engaging within our differences and striving for all to feel valued and supported.

RESPECT

We foster a supportive environment that upholds personal dignity through interactions characterized by integrity and courtesy. We respect and honour Indigenous ways of knowing, doing, being, and connecting.

COMPASSION

We seek to understand and respond to the needs and suffering of humanity through action-oriented caring.

COURAGE

We think creatively and act with commitment and integrity even when it is difficult.

WELLBEING

We focus, individually and collectively, on promoting all aspects of health in our work, study and personal lives.

Our Strategic Commitments

Increase access to future-focused health-care education

Amplify the power of research and innovation to tackle the biggest health, wellness and societal challenges

Locate community at the centre of our work and initiatives

Adapt/align, contribute and streamline processes within the academy

STRATEGIC COMMITMENT 1

Teaching and Learning Toward Tomorrow

Increase access to future-focused health-care education

Empowering our students to initiate changes, to be resourceful in their learning and practice, and to gain wisdom from their experiences so they are prepared for the dynamic landscape of health care

OUR GOAL

Educate and inspire registered nurses and health-care leaders

OBJECTIVES

- Increase the number of graduates guiding transformative change
- Anticipate the changing needs of—and expanding programs to adapt to—complex health systems and society
- Ensure all students have access to meaningful entrepreneurial/intrapreneurial opportunities within research, scholarship and practice



INITIATIVES TO ACCOMPLISH OUR GOAL

1 Launch a Bachelor of Science in Nursing (BScN) curriculum Fall 2024:

- An educational approach supporting the needs of contemporary and future-focused registered nursing practice in areas of scientific advancement
- Address current challenges in the previous undergraduate program, including limited engagement for direct-entry (high school) students in their first year
- Align UCalgary's nursing program with other U15 institutions

2 Expand our graduate programs

specifically our graduate certificates and Doctor of Nursing program:

- Include opportunities for health-care professionals to develop leadership and entrepreneurial skills (eg. launch a certificate for health-care professionals to develop their own business/clinic; create a streamlined approach for other learning options and internal clinical placements and additional workshops)
- Increase access for all students to our online certificates (eg. market to international students)

3 Increase and diversify our clinical partnerships, including our adjunct base, to promote EDIA (equity, diversity, inclusion and accessibility), cultivate cross-agency relationships to generate new possibilities for collaborative placements

4 Implement more professional workshops to enhance teaching effectiveness and confidence of new faculty members, including traditional or virtual simulation training

5 Develop Health Systems Transformation Initiative (HSTI) to empower nurses as innovators and change agents, enhancing health and health-care delivery, focusing on three key areas:

- Mobilize expertise and research for best practice outcomes
- Infuse innovations into health and social policy
- Develop transdisciplinary, relational leaders who foster creativity in people and practice across research, academic and practice environments

6 Explore avenues to incorporate the metaverse (immersive technologies like virtual and augmented reality) into programs and workshops

7 Continue development and amplification of our rural, Indigenous, Medicine Hat College partnerships

8 Develop and implement professional development workshops and resources to build teaching capacity and faculty understanding around the Four Elements Indigenous Framework for nursing education:

- Air: Self-in-Relation
- Fire: Service/Reciprocity
- Earth: Relationships to Land
- Water: Anti-Indigenous Racism

9 Develop a more intense focus on funding opportunities:

- Investigate options for student awards/support (such as existing Power in Numbers emergency fund) and accessibility at the undergraduate and graduate level
- Provide more award funding for leadership projects and interprofessional projects (eg. hackathons)
- Ensure all spaces (eg. simulation, student study areas) are adequately supplied to meet student and teaching needs



Four Elements Indigenous Framework for UCalgary Nursing

We take seriously our responsibility to answer Call#24 from the Truth and Reconciliation Commission's Calls to Action (2015), calling on nursing schools to teach about the historical and ongoing impacts of colonization on the health and well-being of Indigenous Peoples in Canada.

The Four Elements Indigenous Framework centers Indigenous ways of knowing, doing, connecting, and being; enlivening the *ii'taa'poh'to'p* conceptual model. Through the ongoing development of the Four Elements curricular themes, we commit to embedding them in our undergraduate and graduate curriculum, faculty development, and taken up collectively, and individually, by our faculty.



AIR Self-in-Relation

We invite everyone to understand their self-in-relation to settler colonialism in Canada, to recognize the ways systems of power and privilege shape the world around them, and to identify the roles and responsibilities that extend from their unique cultural inheritances.



FIRE Service/Reciprocity

Building on one's evolving understanding of self-in-relation, we invite students to practice principles of service and reciprocity for the benefit of Indigenous communities and Land.



EARTH Relationships to Land

Colonial violence disrupts and shapes relationships to Land. We invite students into the process of unlearning and repairing their relationship(s) to Land.



WATER Anti-Indigenous Racism

We educate students to recognize the ways that racism shows up in health-care education and practice through systems of ongoing colonial violence. We help students develop skills to act in ways to redress these harms and create cultural safety through cultural humility.

*Bennett, Marlyn ("Wawate Ikwe", Northern Lights Woman). (2024).
Four Elements (Earth, Wind, Fire, and Air) Design. Sandy Bay Ojibway Nation, Manitoba.
Custom artwork commissioned by Dr. Michelle Scott, Faculty of Nursing, University of Calgary.*



This Four Elements Indigenous Framework for Nursing Education builds on the conceptual model of *ii'taa'poh'to'p*, UCalgary's Indigenous Strategy.



STRATEGIC COMMITMENT 2

Research and Innovation Toward Tomorrow

Amplify the power of research and innovation to tackle the biggest health, wellness and societal challenges

Bolstering the efforts of students, faculty and partners to encourage novel solutions and unexpected breakthroughs

OUR GOAL

Maximize our nursing impact through research and innovation

OBJECTIVES

- Increase funding for nursing-led research
- Grow awareness of nursing research within the community
- Improve our position as the top entrepreneurial nursing faculty in Canada

INITIATIVES TO ACCOMPLISH OUR GOAL

- 1 Utilize Health Systems Transformation Initiative (HSTI) to establish initiatives which may include:**
 - Opportunities for students to leverage their projects into something more robust (e.g. create living labs in communities);
 - Innovation and solutions through transdisciplinary partnerships across campus;
 - Cross-experience connections with patient/family partners to explore real-world health, health care and accessibility problems;
 - Building community and industry partnerships for knowledge mobilization;
 - Providing training, offering support and creating opportunities to ideate solutions and bring innovative ideas to action through current and new UCalgary Nursing—and other campus—offerings
- 2 Increase participation of undergraduate nursing student in research-funded teams:**
 - Provide student summer internship opportunities to put their ideas into action via things like SEED funding
 - Continue marketing UCalgary opportunities like PURE through stories and social media
- 3 Align graduate certificate grand challenge projects with societal challenges (identified in collaboration with community partners)**
- 4 Establish and formalize a pathway for academic-research-clinical connectedness:**
 - For example, Pathfinders in Practice is a partnership between UCalgary Nursing and Alberta Children's Hospital where research by nurses and allied health professionals explores barriers and facilitators to bedside research. The goal is a co-designed pilot project to facilitate, support and promote the implementation and success of bedside research.
- 5 Create research funding ladder for early career researchers and/or students:**
- 6 Align new position of Assistant Dean, Mentorship for Research and Grant success with graduate program for mentorship**
- 7 Increase research support:**
 - Continue increasing the number of award nominations and grant applications—including for large research infrastructure grants—and potentially offer more general writing supports for early career researchers/grad students/post-doctoral fellows (eg. workshops on predatory publishing, software, etc.)
- 8 Increase donor funding in support of growth areas and highest need:**
 - Create new internal research grant opportunities in addition to the endowment
 - Seek more opportunities/donors for awards like the Mabbot Leadership Award
 - Seek catalyst funding for graduate certificates
 - Develop and incorporate the Four Elements Indigenous Framework for nursing education into graduate courses

STRATEGIC COMMITMENT 3

Community Engagement Toward Tomorrow

Locate community at the centre of our work and initiatives

Fostering stronger ties with partners and contributing to transformation in health care

OUR GOAL

Enhance community connection through relationship and reciprocity

OBJECTIVES

- Create integrated experiences between community and UCalgary Nursing
- Increase engagement and reciprocity between students, faculty and staff with the community
- Increase engagement and reciprocity with alumni, donors and community members annually



INITIATIVES TO ACCOMPLISH OUR GOAL

- 1 Continue to co-design Health Systems Transformation Initiative (HSTI) in conjunction with community**
 - Offer events that bring together transdisciplinary students, faculty/staff, community and industry partners at the ground level to understand the challenges in health and health care, best positioning UCalgary Nursing to co-create transformative solutions from the individual to the system level
- 2 Market profession of nursing, UCalgary Nursing programs and work of students:**
 - Develop and engage student influencers/ambassadors to spread the message of nursing to the wider community, especially peer-to-peer;
 - Continue to highlight innovative placements for undergraduate students via stories as well as Doctor of Nursing community-focused projects;
 - Bring community into our space through new and continued initiatives including Nursing Story Slam, Food for Thought Breakfast Lecture Series, Nursing Research Day, Grand Challenges in Certificate Program, external use of Clinical Simulation Learning Centre during non-classroom time for photo and video shoots
 - Develop avenue for community to bring issues/problems to UCalgary Nursing students and faculty for work on solutions
- 3 Grow global and international engagement/reciprocity**
- 4 Continue to nurture relationships with Elders and centre our commitment to Truth and Reconciliation through action**
- 5 Grow existing initiatives and collaborate on new ones to develop student, alumni and donor reciprocity:**
 - Market and increase registrations to NurseMentor (undergraduate to alumni mentorship program)
 - Potential partnerships with Nursing for the Future (a platform of support for nursing students and new graduates as they transition to professional practice) and the Kidney Foundation of Canada
- 6 Seek out funding opportunities to:**
 - Build a more comprehensive alumni program within the faculty
 - Build a more comprehensive undergraduate and graduate student engagement program (eg. increase interaction with UNS and NGSA) with community at the centre
 - Connect with transdisciplinary students, faculty and staff to partner on innovative projects and initiatives (e.g. Transdisciplinary Connector Grants, SSHRC Connection Grants, etc.)

STRATEGIC COMMITMENT 4

Operate Toward Tomorrow

Adapt and align, contribute to and streamline processes within the academy

Establishing efficient systems and clear pathways that facilitate shared goals, we understand UCalgary goals will inform UCalgary Nursing goals as some of the internal processes will not be in our direct control

OUR GOAL

Ensure it is simpler and faster to set ideas in motion

OBJECTIVES

- Reduce the time it takes to access support and services within the faculty
- Streamline and socialize best practices for support and services in the faculty
- Enhance and optimize our processes through the use of technology

INITIATIVES TO ACCOMPLISH OUR GOAL

- 1 Review operations and advising support** to align with Student Services and Faculty of Graduate Studies processes including recruitment and admission processes and conversion practices
- 2 Review current Nursing Research Office processes** and procedures with a view to optimizing and expanding the supports and services offered in support of nursing research and innovation
- 3 Streamline the awards nomination process**
- 4 Streamline graduate processes** including supervisory processes, exam requests and funding
- 5 Review, update and rename policy and procedures** (to be called regulations)
- 6 Streamline our supports for Indigenous students** through improved processes and communications
- 7 Leverage artificial intelligence and technology** to streamline processes
- 8 Develop new HR procedures** including streamlining onboarding/offboarding of faculty and staff and, in conjunction with HR Academic, adopt new hiring processes





**Start
something.**



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nursing.ucalgary.ca/stratplan/2024