

Making a difference
in nursing education,
in practice and in
the health of our
communities.

**Faculty of Nursing
Strategic Plan
2012 – 2016**





The Faculty of Nursing at the University of Calgary has been producing nursing leaders in clinical, research, educational and administrative roles for more than four decades. Faculty and staff have demonstrated steadfast commitment to making a difference that matters in the lives of our students, in the practice of nursing and in the health of our communities. Over the decades, this striving for excellence in nursing education has been coupled with research excellence that is reshaping nursing practice. The fusion of research, learning and nursing practice is also reshaping the culture of our faculty, with renewed emphasis on collaboration, partnerships, scholarship, knowledge translation and innovation.

This strategic plan for the Faculty of Nursing aligns with Eyes High, the university's ambitious strategic direction to become one of Canada's top five research universities by 2016, where innovative teaching and groundbreaking research go hand in hand, and where we fully engage the communities we both serve and lead. In the Faculty of Nursing, we are excited to contribute to this direction through the initiatives outlined in this plan. Many of these developments are already underway in the faculty and we hope you will share our excitement for these emerging directions for our future.

Dianne Tapp, RN, PhD
Dean
Faculty of Nursing



Great opportunities come when we harness the collective talents and dedication of a strong and vibrant community. In the University of Calgary's Faculty of Nursing, this community includes students, faculty, staff, alumni and partners. Our strategic plan, created with the investment of our stakeholders and built on our existing strengths, aims to take that community and weave the threads of inclusivity and pride into all we do.

We have all contributed to this plan — either directly or indirectly. Its three pillars are rooted in the things we hold dear: building a strong culture of community; excelling in scholarship of teaching, learning and practice; and strengthening research and knowledge translation.

We will work together to roll out our bold new plan, which will challenge us to explore and transform the way we teach, learn, practice, partner and serve. As a community, we have the power to affect positive change, change that will alter the way the world views nursing and nurse education.

Our vision

Advancing the practice of nursing and promoting human health through research and learning.

Our mission

Our graduates are prepared for leadership and nursing practice in varied roles and settings, in local and global contexts, and with diverse populations through integration of nursing education and research. Infused with curiosity and driven by passionate determination, we embrace opportunities for innovation and transform health systems for the future.

Extending the vision of nursing.

During his six years as the University of Calgary's Senate representative to the faculty, Randy Mabbott saw how a collaborative spirit can transform a professional group into a cohesive team of dynamic innovators at the forefront of change.

"I was privileged to witness our partnership with the University of Calgary — Qatar where we are helping the State of Qatar develop a more sustainable nursing workforce."

The establishment of a nursing school in Doha also provides opportunities for international exchanges for local students and faculty and helps expand cross-cultural nursing practices and sensitivities that benefit our multicultural population here in Calgary.

"To share Canadian talent and expertise internationally is changing the work life and image of nursing — not only in the Middle East, but at home, too."

Randy Mabbott
Mabbott and Company





Creating a Culture of Community

Creating a culture of belonging, inclusivity, support and responsiveness generates an environment where talents, time and energies are enthusiastically committed and where diverse opportunities for engagement, partnership and mutual benefit are instigated.

This environment is created by:

- Sharing our knowledge, experience and expertise.
- Communicating our pride in our achievements.
- Extending invitations for engagement.
- Actively seeking partners for innovation that promotes nursing excellence.

Strategy:

- Establish a Faculty of Nursing engagement committee with representation from students, faculty and staff to examine our current environment, and identify opportunities for creating and sustaining a culture of community.
- Develop an engagement plan with priority partners of special strategic importance including adjunct faculty, alumni, partner faculty at University of Calgary — Qatar and Medicine Hat College, and nurse clinicians and leaders within Alberta Health Services.
- Engage with key local stakeholders through a community advisory committee.

Read the complete Faculty of Nursing strategic plan: nursing.ucalgary.ca/stratplan

Preparing future nursing leaders.

In a new role for the faculty, as the Associate Dean for Teaching and Learning, Pat Roseneau's goal is to make the Faculty of Nursing a leader in nursing education.

Collaboration will continue to be key in curriculum development and implementation, and in support for faculty development to advance the quality of teaching and learning.

"Teachers who apply their inquiry and research skills to their teaching, who are willing to try new ideas, and to observe and learn from their experiences create the best learning experiences for their students."

"Changes in technology, science, patient activism and the complexity of patients' health conditions are transforming nursing practice and in turn, how we need to teach."

Pat Rosenau, RN, MN
Associate Dean (Teaching and Learning)
Faculty of Nursing





Excelling in Scholarship of Teaching, Learning and Practice

Focusing on synergies between scholarship, teaching, learning and nursing practice will advance exceptional learning environments for our students and support innovation and change in nursing practice.

Strategy:

- Establish collaborative and mutually beneficial practicum partnerships to support exceptional clinical learning environments for our students.
- Involve our practice partners in nursing research and knowledge translation activities.
- Implement revisions to the master of nursing curriculum that will involve graduate students and clinical partners in practice development projects.
- Enhance faculty development to advance the quality of teaching and learning.

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Transforming nursing in the community.

Diversity in nursing research contributes to the knowledge that underpins nursing practice. Jackie Smith's research in a community-based family addiction treatment program is addressing individuals' addictions and the impact on the family system.

"The Faculty of Nursing has strong links to the community. I get to blend my academic studies and goals with making changes in my advanced nursing practice."

She says studying in a research-intensive environment gives graduates the chance to become leaders in their chosen areas of practice. "In health care, if we don't move forward and push the boundaries, we become irrelevant. And I'm going to make sure that doesn't happen in my practice and studies."

"Nursing is not just a clinical practice, it's a social endeavour. We tackle some of the most important needs in our communities such as addiction and mental health, and the provision of care for families."

Jackie Smith, RN
Family Counsellor at Alberta Adolescent Recovery Centre





Strengthening Research and Knowledge Translation

There is a pressing need to link the scholarship of discovery and application to deepen the research culture within nursing. Our research must be relevant to nursing practice. Multiple strategies will continue to build research capacity within the faculty and will attract new research talent.

Current areas of research strength and priority include programs focused on child and family health, chronic illness and health service delivery. Multiple initiatives will accelerate emphasis on research capacity building within the faculty.

Strategy:

- Ensure the sustainability of our existing research chair and professorship and seek additional chair support for stellar faculty through support of donors and research partners.
- Recruit new research talent to build strength in priority clinical areas including:
 - **Two research chairs** for senior researchers to attract top graduate students and other researchers to build highly productive research teams.
 - **Chair in Knowledge Translation (KT)** with focus on research that facilitates knowledge-use in nursing and health care practice, with emphasis on KT theory and methodologies, and evidence-informed nursing practice.
 - **Chair in Simulation Education** with a focus on research that leads to innovation in the use of simulation technologies in clinical education and evaluates the impact of simulation pedagogies on learning outcomes and competencies.

Changing lives through nursing research.

Nicole Letourneau is a nurse scientist whose work focuses on identifying new strategies for families to recover from depression, violence and/or substance abuse. Her passion for her work, coupled with her expertise, landed her the first-ever research chair position for the faculty.

“Having a research chair makes nursing more visible,” she says. “A mix of dedicated faculty members focused on teaching and/or research ensures research findings are disseminated to the classroom and that clinical teaching and knowledge inform nursing research agendas.”

As the principal investigator of a telephone support program for depressed new mothers, Letourneau values partnerships. “We all win — nursing education, nursing research and the health-care system when we work together.”

“Nursing research is about partnership — with communities, clinical agencies, families and individuals, and within our own discipline.”

Nicole Letourneau, RN, PhD
Professor, Faculty of Nursing
Norlien/ACHF Chair in Parent-Infant Mental Health





Strengthening Research and Knowledge Translation

- **Four research professorships** for new early career researchers with potential to become leaders in their field.
 - **Professorship in Cancer Care** with a focus on issues in nursing practice and improved patient outcomes and/or system functioning related to patients experiencing cancer.
 - **Professorship in Gerontological Nursing** with a focus on practice issues in care of older adults and improved quality of life for older adults.
 - **Professorship in Health Technology** with a focus on development, application and evaluation of technologies and innovation impacting nursing practice and health service delivery.
 - **Professorship in Teaching and Learning** with a focus on innovations in pedagogies and practices that are transforming nursing education.

Strategy:

- Increase the number of post-doctoral fellows to create future nurse scientists.
- Increase graduate student scholarships.
- Create new staff positions in our research office, including a biostatistician and a scientific grant writer.
- Implement a knowledge translation initiative to enhance faculty competencies in designing and implementing KT strategies.
- Implement a bridge funding initiative to support stability of our most competitive research programs.
- Establish a Qatar project development initiative to support international research partnerships.
- Establish a small research grants program for evaluation of the impact of changes to teaching practices and approaches.

Our community is already transforming nursing education and research — locally and globally.

Learn how we are bridging classroom and clinical, ways our staff are contributing to our growth, how student mentoring is creating confident researchers and practitioners and why our undergraduate students feel the global experience will make them better nurses.

Changing the clinical teaching model.

The role of Nursing Practice Instructor creates solid clinical learning environments for our students and fully engages clinical educators as integrated members of our teaching teams. Read how Dave Patterson is helping connect the classroom with clinical practice.



Engaging employment.

Support staff meetings take on a whole new dimension when opinions are valued, action is instigated and lively and open dialogue is encouraged. Read about our staff's engagement in our future.



Achieving academic excellence.

Even high achieving students benefit from faculty mentors who can help guide their inquiry. Read about these students who value the advice and support of talented faculty.

Experiencing cultural differences.

2012 marked the first-ever exchange by Calgary nursing students to the University of Calgary — Qatar campus. Read about the transformative experiences of these students.



Read these stories and the full Faculty of Nursing strategic plan:
nursing.ucalgary.ca/stratplan

Linking our present and our future.

Kate Wong is the embodiment of the word community. As Undergraduate Nursing Society President during the strategic planning exercise, she offered feedback about what works, what could be improved and why students would choose the University of Calgary over other Canadian universities.

“This plan includes what we discussed — teaching, community and leadership. Undergraduate students can feel confident that the faculty’s strategic plan places a large emphasis on their learning and sense of community.”

Now as an alumnus, Kate still serves the community — as a clinician and also as a member of the Nursing Alumni Committee executive. “The alumni bursaries are a great way to support students and the strategic plan gives us an outlet to increase that support,” she says.

“I still have close ties to the faculty, to current students and to newly graduated students. And I want to be a part of bringing our Faculty of Nursing community closer together.”

Kate Wong, RN, BN’12



Karen Rasmussen, BN'09
RN ICU and CCU at Rocky View
General Hospital, Calgary

Linda Moore Martin, MN'93
Dean, Science, Health,
Sport & Education, Red Deer College

Laurie Beverley, MN'90
Provincial Executive Director,
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Adjunct Assistant Professor,
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Shane Sinclair, PhD'09
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Andrea Robertson, BN'94
CEO and President,
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Kim Critchley, MN'94
Dean and CEO, University of Calgary –
Qatar and former dean of the
School of Nursing, University of
Prince Edward Island

Nancy Moules, BN'95, MN'97, PhD'00
ACHF/ACHRI Nursing Professorship
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Care, University of Calgary

Dianne Dyer, BN'76, MN'93
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Jodi (Miller) Cattich, BN'94
Neonatal Intensive Care Nursing,
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Ellena Picone, BN'11
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Support Team, Alberta Children's
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As we move forward in our strategic planning, we continue to rely on the strength of our alumni and adjunct community. Here's how some of our more than 6,000 University of Calgary nursing alumni are making a difference in education, in practice and to the health of our society.



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