

**St. Francis Xavier University  
Elizabeth and Thomas Rankin  
School of Nursing**

**Strategic Plan  
2017 - 2021**



**Prepared by:**

**St. Francis Xavier University  
Extension Department**

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**ext.** ST. FRANCIS XAVIER UNIVERSITY  
Extension Department



## ***Executive Summary***

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In February 2016, under the direction of its Strategic Planning Committee, the St. Francis Xavier University (StFX) School of Nursing embarked on its first school-wide strategic planning process with a goal of establishing a clear direction and achievable action for the next five years. The planning process began with a consultation with all members of the School of Nursing. Surveys were sent to faculty, nurse educators, staff, and a sample of both campus-based and distance students. A focus group was held with Aboriginal and African Nova Scotian students and the Dean of Science was consulted. Two external health care professionals also offered input.

All members of the School of Nursing were invited to participate in six workshops organized and facilitated by the StFX Extension Department to analyze the data collected and to draft a strategic plan. The strategic plan presented in this document is the result of these efforts and articulates a mission, a vision, a set of values, and a strategic direction for the StFX Elizabeth and Thomas Rankin School of Nursing for the next five years.

The plan begins with a mission statement for the School of Nursing:

*The St. Francis Xavier University Elizabeth and Thomas Rankin School of Nursing offers an innovative and responsive program that educates competent, safe, caring, evidence-informed, critical thinking baccalaureate-prepared nurses dedicated to promoting health, social justice, cultural safety, and equity.*

The 2021 vision statement follows:

*The St. Francis Xavier University Elizabeth and Thomas Rankin School of Nursing is an innovative leader in nursing education, research, community engagement, and collaborative partnerships locally, provincially, nationally, and globally.*

Seven areas of emphasis are also outlined as priorities, in no particular order, for the period of the plan: teaching, research, programming, partnership development, infrastructure and equipment renewal, governance, and healthy work environment. Each of these seven areas is detailed in terms of the goals, objectives, and action plans required for successful implementation.



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## **Acronyms**

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The following acronyms are used throughout the StFX Elizabeth and Thomas Rankin School of Nursing Strategic Plan 2017 – 2021.

AcBPSOSC	Academic Best Practice Spotlight Organization Steering Committee
APP	Academic Priorities and Planning Committee
AUT	Association of University Teachers
AVP	Academic Vice President and Provost
AVPRGS	Associate Vice President Research and Graduate Studies
CABSS	Committee for Aboriginal and Black Student Success
CNSA	Canadian Nursing Students' Association
DoS	Dean of Science
FDC	Faculty Development Committee
FoS	Faculty of Science
HR	Human Resources
ITS	Information Technology Services
JOHSC	Joint Occupational Health and Safety Committee
LAEC	Labour and Advanced Education Committee
MPHEC	Maritime Provinces Higher Education Council
PC	President's Council
RNAO	Registered Nurses Association of Ontario
RSG	Research Services Group
SON	StFX Elizabeth and Thomas Rankin School of Nursing
StFX	St. Francis Xavier University
VP Finance	Vice President Finance and Administration

## ***Introduction***

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The purpose of this planning process was to produce a document detailing a mission, a vision, values, and a strategic direction for the St. Francis Xavier University (StFX) Elizabeth and Thomas Rankin School of Nursing<sup>1</sup>.

The Rankin School of Nursing is part of the StFX Faculty of Science, which is one of four Faculties at StFX (Arts, Science, Business, and Education).

Approximately 13 full-time faculty, three limited-term faculty, 14 full-time nurse educators, 1 part-time nurse educator, and 20 contracted nurse educators offer five undergraduate programs to more than 500 full-time students and 300 part-time students each year. Faculty and nurse educators work together with students to build a foundation for professional practice and scholarship.

The strategic plan details the path developed by the Rankin School of Nursing for the next five years, with considerable input from all members of the School as well as students, a member of StFX's senior administration team, and two external health care professionals.

## ***Methodology***

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Based on a motion passed by the StFX School of Nursing in June 2015, the School embarked on a strategic planning process in March 2016. The goal of this process was to provide the School of Nursing with a clear direction for the next five years. Members of the School of Nursing met regularly between March and November to complete the planning process comprised of the following phases.

### **March 2016 StFX School of Nursing Consultation Phase**

Input was solicited from all members of the StFX School of Nursing; 50% (26 out of 52 people) participated in the consultation. A link to an online survey was sent to faculty, nurse educators, support staff, the Chair<sup>2</sup>, the Director, and a sample of campus-based and distance nursing students. The survey was completed by 98 out of 252 people. A focus group held with Aboriginal students and students of African descent was attended by five people. One senior StFX administrator and two external health care professionals participated in one-on-one interviews.

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<sup>1</sup> The StFX School of Nursing was officially renamed the Elizabeth and Thomas Rankin School of Nursing on September 26, 2016, herein referred to as the Rankin School of Nursing, unless the activity described happened prior to September 26, 2016.

<sup>2</sup> As a result of the StFX Association of University Teachers Collective Agreement reached on December 14, 2016, the Chair of the School of Nursing became, and is herein referred to as, the Assistant Director of the School of Nursing.

**April – November 2016  
Strategic Plan Development Phase**

Members of the Rankin School of Nursing participated in six workshops to analyze the data collected during the consultation phase. Based on the data analysis, the strategic plan was written.

**December 2016 – February 2017  
Strategic Plan Review Phase**

In addition to all members of the Rankin School of Nursing, the draft strategic plan was reviewed by the StFX Dean of Science. The Strategic Planning Committee considered the feedback provided and finalized the plan.

**Rankin School of Nursing Strategic Planning Committee Membership**

Direction for the strategic planning process was provided by members of the Rankin School of Nursing Strategic Planning Committee (see list below). However, all members of the School of Nursing were invited to participate in all aspects of the planning process.

Daphne Connolly  
Dr. Patti Hansen-Ketchum  
Dr. Cathy MacDonald  
Dr. Jo-Anne MacDonald  
Lara MacDonald  
Michelle MacNeil  
Dr. Charmaine McPherson, Assistant Director  
Dr. Joanne Whitty-Rogers, Interim Director



## ***Mission***

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A mission is an organization's reason for being, its purpose. The mission of the Rankin School of Nursing follows:

*The St. Francis Xavier University Elizabeth and Thomas Rankin School of Nursing offers an innovative and responsive program that educates competent, safe, caring, evidence-informed, critical thinking baccalaureate-prepared nurses dedicated to promoting health, social justice, cultural safety, and equity.*

## ***Vision***

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A vision statement provides an inspiring description of what an organization hopes to be in the future. The 2021 vision for the Rankin School of Nursing appears below:

*The St. Francis Xavier University Elizabeth and Thomas Rankin School of Nursing is an innovative leader in nursing education, research, community engagement, and collaborative partnerships locally, provincially, nationally, and globally.*

The vision provides the Rankin School of Nursing with direction over the next five years.

## ***Values***

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As articulated in the StFX Strategic Plan 2017 – 2022: *The Way University is Meant to Be*, the Rankin School of Nursing is committed to excellence, equity, service, and dignity. As part of the StFX Faculty of Science, we believe in:

1. Interdisciplinary teaching, research, and collaboration that enriches academic learning, and,
2. High-quality interactions between students and all members of the Faculty of Science

The Rankin School of Nursing is dedicated to participating in and supporting all StFX initiatives designed to embrace and foster diversity. As a professional school, the Rankin School of Nursing also values:

3. Building collaborative partnerships among the School of Nursing and practice and research environments to enhance research and the teaching-learning process
4. Education that prepares safe and competent baccalaureate-prepared nurses to provide leadership related to current and future health care trends

5. Baccalaureate education that embodies best practices, College of Registered Nurses of Nova Scotia entry level competencies, standards of practice for registered nurses, and the Canadian Nurses Association Code of Ethics

### ***Areas of Emphasis***

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To make its vision a reality, the Rankin School of Nursing will focus its energy and resources in seven areas of emphasis that have been identified as priorities, listed in no particular order, for the period of this plan:

1. Teaching
2. Research
3. Programming
4. Partnership Development
5. Infrastructure and Equipment Renewal
6. Governance
7. Healthy Work Environment

### ***Implementation of the Strategic Plan***

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Responsibility for the implementation of the StFX Elizabeth and Thomas Rankin School of Nursing Strategic Plan 2017 – 2021 lies with the Director, in collaboration with the Assistant Director, and in conjunction with StFX's senior administration team, while engaging all members of the Rankin School of Nursing through a deliberative and transparent process.

A key to the successful implementation of the plan is the establishment of measurable indicators of success based on current and relevant data, which must be completed as groups begin to carry out each action plan.

### ***Goals, Objectives, and Action Plans***

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This section of the strategic plan represents the collective input of the Rankin School of Nursing (director, assistant director, faculty, nurse educators, support staff, and students), the Dean of Science, and two external health care professionals related to what needs to be done to realize the 2021 vision for the Rankin School of Nursing. An overview of the goals and objectives for each area of emphasis precedes detailed action plans for each objective.

## Goals and Objectives Overview

<b>StFX Elizabeth and Thomas Rankin School of Nursing Strategic Plan 2017 – 2021 Goals and Objectives Overview</b>	
<b>1. TEACHING</b>	<b>GOAL: ENRICH OUR CULTURE OF TEACHING EXCELLENCE</b>
<b>OBJECTIVES</b>	<p>1.1 Establish a formalized professional development program for Rankin School of Nursing teachers, in collaboration with the Faculty of Science</p> <p>1.2 Encourage, support, and enhance the implementation of innovative teaching pedagogies</p> <p>1.3 Identify additional resources to support teaching strategies</p> <p>1.4 Promote workplace equality and equity related to teaching, in collaboration with the Faculty of Science</p> <p>1.5 Enhance equity within the Rankin School of Nursing integrated concept- and competency-based curriculum and teaching and learning processes</p>
<b>2. RESEARCH</b>	<b>GOAL: BECOME CANADA’S LEADER IN ENGAGING FACULTY AND STUDENTS IN CROSS-SECTORAL, COLLABORATIVE, INNOVATIVE, AND INTERDISCIPLINARY RESEARCH</b>
<b>OBJECTIVES</b>	<p>2.1 Assess our research culture and identify areas of demonstrated strength and potential areas of improvement, in collaboration with the Faculty of Science</p> <p>2.2 Establish a formalized professional development program for Rankin School of Nursing researchers, in collaboration with the Faculty of Science</p> <p>2.3 Promote workplace equality and equity related to research, in collaboration with the Faculty of Science</p> <p>2.4 Determine the feasibility of establishing a research and health practice centre within the Rankin School of Nursing</p> <p>2.5 Build capacity within the Rankin School of Nursing, including students, to engage in cross-sectoral, collaborative, innovative, and interdisciplinary research</p> <p>2.6 Increase collaborative research with other departments at StFX and with other universities and community partners, locally, provincially, nationally, and globally</p> <p>2.7 Promote our research excellence nationally and globally, in collaboration with the Faculty of Science</p>

**StFX Elizabeth and Thomas Rankin School of Nursing  
Strategic Plan 2017 – 2021  
Goals and Objectives Overview**

	<p>2.8 Develop and implement knowledge mobilization strategies</p> <p>2.9 Enhance equity within the Rankin School of Nursing research practices</p>
<b>3. PROGRAMMING</b>	<b>GOAL: OFFER HIGH-QUALITY PROGRAMS FOR BACHELOR OF SCIENCE IN NURSING STUDENTS</b>
<b>OBJECTIVES</b>	<p>3.1 Establish an assessment process for potential new programs</p> <p>3.2 Establish a continuous, integrated, internal monitoring and evaluation process for existing programs</p>
<b>4. PARTNERSHIP DEVELOPMENT</b>	<b>GOAL: CREATE AND ENHANCE COLLABORATIONS AND PARTNERSHIPS LOCALLY, PROVINCIALLY, NATIONALLY, AND GLOBALLY</b>
<b>OBJECTIVES</b>	<p>4.1 Identify and review current collaborations and partnerships</p> <p>4.2 Explore opportunities for new and / or enhanced collaborations and partnerships related to clinical experiences, programming, research, and teaching</p>
<b>5. INFRASTRUCTURE AND EQUIPMENT RENEWAL</b>	<b>GOAL: ESTABLISH INCLUSIVE AND OPTIMAL TEACHING, LEARNING, RESEARCH, AND ENGAGEMENT SPACES</b>
<b>OBJECTIVES</b>	<p>5.1 Monitor to maintain the optimal use of the Rankin School of Nursing teaching, learning, research, and engagement spaces</p> <p>5.2 Enhance technological infrastructure for teaching, learning, research, and engagement for both on and off campus program delivery</p> <p>5.3 Enhance equity within Rankin School of Nursing teaching, learning, research, and engagement spaces</p>

<b>6. GOVERNANCE</b>	
<b>6. GOVERNANCE</b>	<b>GOAL: ENRICH OUR GOVERNANCE MODEL</b>
<b>OBJECTIVES</b>	<p>6.1 Strengthen the existing Rankin School of Nursing governance model</p> <p>6.2 Enhance equity within the Rankin School of Nursing governance model</p>
<b>7. HEALTHY WORK ENVIRONMENT</b>	
<b>7. HEALTHY WORK ENVIRONMENT</b>	<b>GOAL: STRENGTHEN AND SUSTAIN A HEALTHY WORK ENVIRONMENT</b>
<b>OBJECTIVES</b>	<p>7.1 Formalize a vision for a healthy work environment within the Rankin School of Nursing</p> <p>7.2 Enhance the individual member as well as the collective strengths of the Rankin School of Nursing</p> <p>7.3 Recruit and retain a full complement of faculty, nurse educators, and staff</p> <p>7.4 Enhance our professional relationships within the Rankin School of Nursing</p> <p>7.5 Enhance equity within the Rankin School of Nursing work environment</p>

## 1.0 Teaching<sup>3</sup>

Members of the Rankin School of Nursing are known for their teaching excellence and their desire to engage in ongoing professional development. They seek fairness in workload assignments and suggest that greater recognition for, and increased communication about, StFX teaching excellence, and in particular the Rankin School of Nursing's teaching excellence, would help build a national institutional profile<sup>4</sup>.

1.1 Teaching		Goal: Enrich our culture of teaching excellence			
<b>Objective 1.1: Establish a formalized professional development program for the Rankin School of Nursing (SON)<sup>5</sup>, in collaboration with the Faculty of Science<sup>6</sup></b>					
Activities / Tasks	Lead	Collaborators <sup>7</sup>	Resources <sup>8</sup>	Timeline <sup>9</sup>	Outputs
As part of a pilot professional development (PD) program for the Rankin School of Nursing, assess opportunities and learning needs related to building our teaching capacity	Director	Assistant Director, Faculty of Science (FoS) Strategic Planning Committee, Faculty	Online survey software, survey development expertise  FoS professional development	2017 – Q2	A survey is constructed and distributed to all Rankin School of Nursing (SON) members

<sup>3</sup> The Rankin School of Nursing acknowledges and values the interdependence of teaching and research. They are separated in the plan purely for pragmatic purposes.

<sup>4</sup> Based on the StFX Faculty of Science Strategic Plan 2016 – 2021 p. 7 and used with permission.

<sup>5</sup> Based on the StFX Faculty of Science Strategic Plan 2016 – 2021 Objective 1.2, p. 7.

<sup>6</sup> It is the intention of the Rankin School of Nursing to work collaboratively with the Faculty of Science to implement common objectives.

<sup>7</sup> Collaborators are groups or individuals (listed by name of group or position) with whom members of the StFX Elizabeth and Thomas Rankin School of Nursing will work to complete each activity. Members of the Rankin School of Nursing are not listed as they will initiate each activity and invite collaborators to work with them.

<sup>8</sup> Only resources other than time and financial resources are listed as it is assumed that it will take time and financial resources to complete all of the activities.

<sup>9</sup> The activity should be completed by the quarter noted (Q1 = January-March, Q2 = April-June, Q3 = July-September, Q4 = October-December).

		Development Committee (FDC)	Survey findings		Opportunities to build our teaching capacity and address our learning needs are assessed and documented in a report
Prioritize opportunities and learning needs based on the findings of the assessment	Director	Assistant Director	Access to assessment findings	2017 – Q3	Survey findings are summarized and priorities are identified
Liaise with the FDC to ensure resources and efforts are used optimally and duplication is avoided	Director	Assistant Director, FDC		2017 - Q2 and ongoing	FDC is engaged in an initial discussion regarding how to move forward collaboratively and an ongoing process is agreed upon for sharing information and resources
Plan how the pilot PD program will be designed, developed, delivered, and resourced	Director	Assistant Director, DoS, FDC	Program planning expertise	2017 – Q3 and ongoing	A pilot PD program is ready for delivery and evaluation
Implement the pilot PD plan	Director	Assistant Director, FDC	Program delivery expertise, classroom space	2017 – Q4 and ongoing	A pilot PD program is delivered
Evaluate the PD plan and make recommendations for going forward	Director	Assistant Director, FDC	Program evaluation expertise	2018 – Q1 and ongoing thereafter	Based on the PD program evaluation, recommendations are formulated

## 1.2 Teaching

## Goal: Enrich our culture of teaching excellence

### Objective 1.2: Encourage, support, and enhance the implementation of innovative teaching pedagogies

Activities / Tasks	Lead	Collaborators	Resources	Timeline	Outputs
Develop and implement a strategy to support innovative teaching pedagogies (simulation, assignments, technology, staff support – how, what, where, when, etc.)	Assistant Director	Director, New Program Implementation Coordinator <sup>10</sup> , Curriculum Committee, FDC, Annual Teaching Retreat organizers	Online resources, StFX Faculty of Education colleagues and resources	2017 – Q2 and ongoing	Strategy developed and implemented
Identify resources and supports required to support pedagogical innovation	Assistant Director	Director, New Program Implementation Coordinator, Curriculum Committee, FDC, Annual Teaching Retreat organizers	University Teaching Resources	2017 – Q2 and ongoing	Inventory of resources and supports developed and available to faculty and nurse educators
Conduct a comprehensive evaluation of the integrated concept- and competency-based curriculum, including simulation learning	Assistant Director	Director, New Program Implementation Coordinator	Access to the information	2017 – Q3 and ongoing	Complete evaluation of curriculum

<sup>10</sup> A New Program Implementation Coordinator position was created and will exist until July 1, 2018.



### 1.3 Teaching

### Goal: Enrich our culture of teaching excellence

#### Objective 1.3: Identify additional resources to support teaching strategies

Activities / Tasks	Lead	Collaborators	Resources	Timeline	Outputs
Prioritize opportunities and learning needs based on the findings of the assessment (see Objective 1.1)	Assistant Director	Director, New Program Implementation Coordinator, Nursing Scholarly Activities Committee	Access to information	2017 - Q2	Opportunities and learning needs are determined
Inventory teaching resources available to the Rankin SON	Assistant Director	Director, New Program Implementation Coordinator	Access to the information	2017 – Q2 and ongoing	An inventory is completed, the findings of which are distributed to all SON faculty and nurse educators

## 1.4 Teaching

## Goal: Enrich our culture of teaching excellence

**Objective 1.4: Promote workplace equality and equity related to teaching<sup>11</sup>, in collaboration with the Faculty of Science<sup>12</sup>**

Activities / Tasks	Lead	Collaborators	Resources	Timeline	Outputs
Participate in the Faculty of Science assessment of existing workload models related to teaching and identify what works well and what needs to be improved	Director	Assistant Director, FoS Strategic Planning Committee, Association of University Teachers (AUT), Dean of Science (DoS), Academic Vice President and Provost (AVP)	Access to information	2017 - Q3 and ongoing	A report is completed that outlines the positive and negative aspects of the existing workload models
Contribute to the research and evaluation of workload models at similar educational institutions, paying particular attention to innovations in this area	Director	Assistant Director, FoS Strategic Planning Committee, AUT, DoS, AVP	Access to information	2017 - Q3 and ongoing	A summary or a report on workload models at other Canadian undergraduate institutions is completed
Contribute to the development of a strategy, including recommendations for structural	Director	Assistant Director, FoS Strategic	Access to information	2017 - Q3 and ongoing	A strategy is developed to increase workload

<sup>11</sup> Based on the StFX Faculty of Science Strategic Plan 2016 – 2021 Objective 1.2, p. 9.

<sup>12</sup> It is the intention of the Rankin School of Nursing to work collaboratively with the Faculty of Science to implement common objectives.

changes, that increases equality and equity in the workplace and fosters teaching excellence and member satisfaction		Planning Committee, AUT, DoS, AVP, HR			equality, equity, and member satisfaction
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<b>1.5 Teaching</b>		<b>Goal: Enrich our culture of teaching excellence</b>			
<b>Objective 1.5: Enhance equity within the Rankin School of Nursing integrated concept- and competency-based curriculum and teaching and learning processes</b>					
<b>Activities / Tasks</b>	<b>Lead</b>	<b>Collaborators</b>	<b>Resources</b>	<b>Timeline</b>	<b>Outputs</b>
Complete an assessment (surveys and meetings) of the integrated concept- and competency-based curriculum and SON teaching and learning processes related to priorities and recommendations for equity with 1) faculty and nurse educators, and, 2) students	Director	Assistant Director, New Program Implementation Coordinator, Community Stakeholders (through CABSS <sup>13</sup> )	Faculty of Education, StFX Equity Summit Report, National University Equity and Inclusion Documents, Committee on Indigenization of Academic Programs	2017 - Q2	Report, dissemination, and discussion of findings
Develop and implement a strategy designed to enhance equity within the integrated concept- and competency-based curriculum and teaching and learning processes	Director	Assistant Director	Same as above	2017 - Q3	An agreed upon strategy, with success indicators, is implemented and evaluated

<sup>13</sup> Committee for Aboriginal and Black Student Success (CABSS)

## 2.0 Research<sup>14</sup>

Excellence in research is an integral part of the Rankin School of Nursing. Engagement in research enlivens and animates academic life while helping to prepare the scientific minds of tomorrow. The Rankin School of Nursing wants to become Canada's leader in engaging faculty and students in cross-sectoral, collaborative, innovative, and interdisciplinary research. In order for this goal to be realized, they require an assessment of the research culture, provision of a professional development program, increased extramural funding, increased promotion of research, and more opportunities for students to be engaged in research. Faculty, nurse educator, and staff workloads also need analysis to ensure that current arrangements are fair and foster opportunities for engagement in research.<sup>15</sup>

<b>2.1 Research</b>		<b>Goal: Become Canada's leader in engaging faculty and students in cross-sectoral, collaborative, innovative, and interdisciplinary research</b>			
<b>Objective 2.1: Assess our research culture and identify areas of demonstrated strength and potential areas of improvement<sup>16</sup>, in collaboration with the Faculty of Science<sup>17</sup></b>					
Activities / Tasks	Lead	Collaborators	Resources	Timeline	Outputs
Participate in Faculty of Science activities related to assessing its research culture, including the Rankin School of Nursing	Director	Assistant Director, FoS Strategic Planning Committee, Associate Vice President		2017 – Q2	A meeting is held with the AVPRGS and a process for assessing the SON research culture is agreed upon

<sup>14</sup> Like the Faculty of Science, the Rankin School of Nursing acknowledges and values the interdependence of teaching and research. They are separated in the plan purely for pragmatic purposes.

<sup>15</sup> Based on the StFX Faculty of Science Strategic Plan 2016 – 2021 p. 12 and used with permission.

<sup>16</sup> Based on the StFX Faculty of Science Strategic Plan 2016 – 2021 Objective 12.1, p. 11.

<sup>17</sup> It is the intention of the Rankin School of Nursing to work collaboratively with the Faculty of Science to implement common objectives.

		Research and Graduate Studies (AVPRGS)			
Contribute to the creation and implementation of an agreed upon plan of action	Director	Assistant Director, FoS Strategic Planning Committee		2018 – Q1	The SON has contributed to a plan of action to enhance the research culture within the FoS

<b>2.2 Research</b>		<b>Goal: Become Canada’s leader in engaging faculty and students in cross-sectoral, collaborative, innovative, and interdisciplinary research</b>			
<b>Objective 2.2: Establish a formalized professional development program for Rankin School of Nursing researchers<sup>18</sup>, in collaboration with the Faculty of Science<sup>19</sup></b>					
<b>Activities / Tasks</b>	<b>Lead</b>	<b>Collaborators</b>	<b>Resources</b>	<b>Timeline</b>	<b>Outputs</b>
As part of a FoS pilot professional development (PD) program, assess opportunities and learning needs related to building the research capacity of the Rankin School of Nursing	Director	Assistant Director, FDC, AVPRGS, Research Services Group (RSG), FoS Strategic Planning	Online survey software, survey development expertise, focus group design expertise	2017 – Q2	A survey is constructed and distributed to all FoS members, including Rankin School of Nursing members, and focus group

<sup>18</sup> Based on the StFX Faculty of Science Strategic Plan 2016 – 2021 Objective 2.2, p. 12.

<sup>19</sup> It is the intention of the School of Nursing to work collaboratively with the Faculty of Science to implement common objectives.

		Committee			meetings are conducted, opportunities to build our research capacity and address our learning needs are assessed and documented in a report
Prioritize opportunities and learning needs based on the findings of the assessment	Director	Assistant Director	Access to assessment findings	2017 - Q2	Survey and focus group findings are summarized and priorities are identified
Plan how the pilot PD program offerings will be designed, developed, delivered, and resourced	Director	Assistant Director, DoS, RSG, Vice President Finance and Administration (VP Finance), FDC	Program planning expertise	2017 - Q3	A pilot PD program is ready for delivery and evaluation
Implement the pilot PD plan	Director	Assistant Director, RSG, VP Finance, FDC	Program delivery expertise, classroom space	2017 - Q4	The pilot PD program is delivered
Evaluate the PD plan and make recommendations for going forward	Director	Assistant Director, RSG, VP Finance, FDC		2018 - Q4 and ongoing	Based on the pilot PD program evaluation, recommendations are formulated

## 2.3 Research

**Goal: Become Canada's leader in engaging faculty and students in cross-sectoral, collaborative, innovative, and interdisciplinary research**

**Objective 2.3: Promote workplace equality and equity related to research<sup>20</sup>, in collaboration with the Faculty of Science<sup>21</sup>**

Activities / Tasks	Lead	Collaborators	Resources	Timeline	Outputs
Participate in the Faculty of Science assessment of existing workload models related to research and identify what works well and what needs to be improved	Director	Assistant Director, FoS Strategic Planning Committee, AUT, AVP, DoS	Access to information	2017 - Q4	Positive and negative aspects of the existing workload models are documented
Contribute to the assessment of workload models at similar educational institutions, paying particular attention to innovations in this area	Director	Assistant Director, FoS Strategic Planning Committee, AVP, DoS	Access to information	2017 - Q4	Workload models at other primarily undergraduate Canadian institutions are assessed and documented
Contribute to the development of a strategy, including recommendations for structural changes, that increases equality and equity in the workplace and fosters research excellence and member satisfaction	Director	Assistant Director, FoS Strategic Planning Committee, AUT, AVP, DoS	Access to information	2018 - Q3	A strategy is developed to increase SON workload equality, equity, and member satisfaction, within the FoS

<sup>20</sup> Based on the StFX Faculty of Science Strategic Plan 2016 – 2021 Objective 2.3, p. 13.

<sup>21</sup> It is the intention of the Rankin School of Nursing to work collaboratively with the Faculty of Science to implement common objectives.

## 2.4 Research

**Goal: Become Canada's leader in engaging faculty and students in cross-sectoral, collaborative, innovative, and interdisciplinary research**

**Objective 2.4: Determine the feasibility of establishing a research and health practice centre within the Rankin School of Nursing**

Activities / Tasks	Lead	Collaborators	Resources	Timeline	Outputs
Review previous initiatives related to the establishment of a research and health practice centre	Director	Assistant Director, AVPRGS, AVP, DoS	Research agencies, other models available	2019 - Q1	Document review is completed
Gather evidence and input related to the need and vision for a research and health practice centre	Director	Assistant Director, AVPRGS, AVP, DoS	Current literature, data collection tools, and subject matter expertise	2019 - Q1	The need and vision for a Centre is verified
Identify resources (e.g., human, resources, legislation, etc.) required to establish and maintain a research and health practice centre	Director	Assistant Director, AVPRGS, AVP, DoS	Current literature, subject matter expertise	2019 - Q2	An accurate sense of the cost to establish and maintain a Centre is determined
Identify potential partners in establishing a research and health practice centre	Director	Assistant Director, AVPRGS, AVP, DoS	Current literature, subject matter expertise	2019 - Q2	Partners and collaborators are identified
Develop a report and recommendations related to establishing a research and health practice centre	Director	Assistant Director, AVPRGS, AVP, DoS	Current literature, subject matter expertise	2019 - Q3	Recommendations and background information are available in a report



## 2.5 Research

**Goal: Become Canada's leader in engaging faculty and students in cross-sectoral, collaborative, innovative, and interdisciplinary research**

**Objective 2.5: Build capacity within the Rankin School of Nursing, including students, to engage in cross-sectoral, collaborative, innovative, and interdisciplinary research**

Activities / Tasks	Lead	Collaborators	Resources	Timeline	Outputs
Assess current student research opportunities and faculty and nurse educator research strengths within the Rankin School of Nursing	Assistant Director	Director, New Program Implementation Coordinator, Research Advisory Committee, AVPRGS	Access to information	2017 - Q2	Student research opportunities and research strengths are outlined
Determine whether additional student research opportunities can be created based on the findings of assessment	Assistant Director	Same as above	Access to information	2017 - Q2	Additional student research opportunities are outlined
Create opportunities for the integration of StFX undergraduate and graduate research initiatives	Assistant Director	Same as above	Access to information	2017 - Q2	More publication and presentation of research projects featuring the integration of undergraduate and graduate research initiatives

## 2.6 Research

**Goal: Become Canada's leader in engaging faculty and students in cross-sectoral, collaborative, innovative, and interdisciplinary research**

**Objective 2.6: Increase collaborative research with other departments at StFX and with other universities and community partners, locally, provincially, nationally, and globally<sup>22</sup>**

Activities / Tasks	Lead	Collaborators	Resources	Timeline	Outputs
Maintain a current database of existing research expertise, infrastructure and equipment, and research initiatives	Director	Assistant Director, AVPRGS	Current literature, subject matter and technical expertise	2017 - Q3	Summary report of current research expertise, equipment and research completed
Identify opportunities to share resources internally, such as, expertise, space, and equipment	Director	Assistant Director, AVPRGS		2017 - Q3	Opportunities to share research resources are identified
Identify opportunities for supporting research	Director	Assistant Director, AVPRGS		2017 – Q2	Opportunities to support research internally are identified

<sup>22</sup>Based on the StFX Faculty of Science Strategic Plan 2016 – 2021 Objective 2.6, p. 16.

## 2.7 Research

**Goal: Become Canada's leader in engaging faculty and students in cross-sectoral, collaborative, innovative, and interdisciplinary research**

**Objective 2.7: Promote our research excellence nationally and globally<sup>23</sup>, in collaboration with the Faculty of Science<sup>24</sup>**

Activities / Tasks	Lead	Collaborators	Resources	Timeline	Outputs
Create a system for capturing all evidence of research excellence within the Rankin School of Nursing (e.g., ongoing professional development, student evaluations, peer reviewed publications, research awards, recognition for work done in the community related to research, annual reports to Director, etc.)	Director	Assistant Director, FoS Strategic Planning Committee, FDC, AVPRGS	Access to data and information	2017 - Q2	A system is developed to gather the evidence
Work with the Dean of Science to ensure this information is shared	Director	Assistant Director, DoS		2017 - Q3	A communication strategy is developed with the DoS and implemented
Profile research success and excellence on the Rankin School of Nursing website and other social media (e.g., testimonials,	Director	Assistant Director	Subject matter and technical expertise	2017 - Q3	Research accomplishments are profiled on the SON website

<sup>23</sup> Based on the StFX Faculty of Science Strategic Plan 2016 – 2021 Objective 2.6, p. 16.

<sup>24</sup> It is the intention of the Rankin School of Nursing to work collaboratively with the Faculty of Science to implement common objectives.

peer reviewed publications, research awards, recognition for work done in the community related to research, etc.)					
Maintain updated faculty and nurse educator research profiles on the Rankin School of Nursing website	Director	Assistant Director	Access to information	2017 - Q3	Updates on research are maintained on the SON website

<b>2.8 Research</b>		<b>Goal: Become Canada’s leader in engaging faculty and students in cross-sectoral, collaborative, innovative, and interdisciplinary research</b>			
<b>Objective 2.8: Develop and implement knowledge mobilization<sup>25</sup> strategies</b>					
<b>Activities / Tasks</b>	<b>Lead</b>	<b>Collaborators</b>	<b>Resources</b>	<b>Timeline</b>	<b>Outputs</b>
Enhance research relationships with partner organizations to build new and sustain existing connections	Director	Assistant Director, SON Strategic Planning Committee, Practice,	Knowledge translation and mobilization literature; National Collaborating Centre for	2017 - Q3	Documented network of knowledge users and networking strategies

<sup>25</sup> “Knowledge mobilization: The reciprocal and complementary flow and uptake of research knowledge between researchers, knowledge brokers and knowledge users—both within and beyond academia—in such a way that may benefit users and create positive impacts within Canada and / or internationally, and, ultimately, has the potential to enhance the profile, reach and impact of social sciences and humanities research. Knowledge mobilization initiatives must address at least one of the following, as appropriate, depending on research area and project objectives, context, and target audience: within academia: informs, advances and / or improves: research agendas; theory; and / or methods. Beyond academia: informs: public debate; policies; and / or-practice; enhances / improves services; and / or informs the decisions and / or processes of people in business, government, the media, practitioner communities and civil society.” (Social Sciences and Humanities Research Council 2016).

		Program, and Policy Partners	Determinants of Health		
Design, implement, evaluate, and share knowledge mobilization strategies and plans that meet users' needs and that are integrated into collaborative research designs - use or repackage existing materials, or develop new ones, in collaboration with the users and their identified needs	Director	Assistant Director, SON Strategic Planning Committee, AcBPSOSC <sup>26</sup> members	Broad knowledge translation and mobilization literature, knowledge translation and mobilization specialists, RNAO <sup>27</sup> best practice guidelines	2017 - Q3 and ongoing	Draft knowledge mobilization strategies and evaluation plans
Develop indicators to monitor knowledge mobilization plans	Director	Assistant Director, SON Strategic Planning Committee	Broad knowledge translation and mobilization literature and the expertise of knowledge translation and mobilization specialists	2017 - Q3 and ongoing	Draft indicators for monitoring knowledge mobilization plans
Assess, evaluate, and consider feasibility for organizational supports, resources, and programmatic opportunities for sustained and evolving knowledge mobilization activities	Director	Assistant Director, SON Strategic Planning Committee, AVPRGS	Broad knowledge translation and mobilization literature – including barriers and facilitators	2019 - Q1	Feasibility document – of organizational supports, resources, and programmatic opportunities

<sup>26</sup> Academic Best Practice Spotlight Organization Steering Committee (AcBPSOSC)

<sup>27</sup> Registered Nurses Association of Ontario (RNAO)

## 2.9 Research

**Goal: Become Canada's leader in engaging faculty and students in cross-sectoral, collaborative, innovative, and interdisciplinary research**

### Objective 2.9: Enhance equity within the Rankin School of Nursing research practices

Activities / Tasks	Lead	Collaborators	Resources	Timeline	Outputs
Formalize a strategy to analyze and address the impact of teaching and service workloads on the Rankin School of Nursing faculty's research productivity	Director	Assistant Director, DoS, Academic Vice President, AVPRGS	Access to information	2017 - Q3	A formal strategy, including success indicators, is ready to be implemented
Develop a strategy to create opportunities for nurse educators to increase involvement in research	Director	Assistant Director	Access to information, e.g., current research initiatives and research interests	2017 - Q3	A strategy to create opportunities for nurse educators to become more involved in research is ready to be implemented
Develop and implement a strategy designed to enhance equity within Rankin School of Nursing research processes	Director	Assistant Director	Same as above	2017 - Q3	An agreed upon strategy, with success indicators, is implemented and evaluated

### 3.0 Programming

The Rankin School of Nursing aims to offer high-quality undergraduate programming that attracts talented and committed students from diverse backgrounds. Current programs need to be monitored to ensure that quality and relevance are maintained. In addition, new interdisciplinary programming that involves several academic units and engages students across disciplines needs to be explored and pursued.<sup>28</sup>

<b>3.1 Programming<sup>29</sup></b>		<b>Goal: Offer high-quality programs for Bachelor of Science in Nursing students</b>			
<b>Objective 3.1: Establish an assessment process for potential new programs</b>					
Activities / Tasks	Lead	Collaborators	Resources	Timeline	Outputs
Determine the feasibility and priority of potential new programs, e.g., Master of Nursing	Director	Assistant Director, DoS, Curriculum Committee, Student representatives, other StFX departments	LAEC <sup>30</sup> Report, Findings of internal evaluation processes, StFX and Faculty of Science (FoS) Strategic Plans, Environmental Scan Findings	2017 – Q1 and ongoing (new opportunities may arise that require us to examine new programs)	Recommendations are made regarding the feasibility and priority of potential new programs and evidence-based programming decisions are made

<sup>28</sup> Based on the StFX Faculty of Science Strategic Plan 2016 – 2021 p. 17 and used with permission.

<sup>29</sup> Any changes in current programs or in the development of new programs will consider the Task Force Report and will use existing academic planning and approval structures and processes (e.g., discussion with the Senate Academic Priorities and Planning Committee (APP) during early stages of development; implementation processes may include presentation to the APP, the Committee on Studies, and the Senate; submissions to the Maritime Provinces Higher Education Council (MPHEC) may also be required).

<sup>30</sup> Labour and Advanced Education Committee (LAEC)

Explore possibilities for niche programming (e.g., international health programs, specialty concentration areas)	Director	Same as above	Same as above	2020 - Q3 and ongoing	Recommendations are made regarding niche programming opportunities and evidence-based programming decisions are made
Assess and evaluate potential interdisciplinary collaborations, both internally and externally, for innovative programming	Director	Same as above	Same as above	2020 - Q3 and ongoing	Recommendations are made regarding internal and external interdisciplinary collaborations for innovative programming and evidence-based programming decisions are made

<b>3.2 Programming</b>		<b>Goal: Offer high-quality programs for Bachelor of Science in Nursing students</b>			
<b>Objective 3.2: Establish a continuous, integrated, internal monitoring and evaluation process for existing programs</b>					
<b>Activities / Tasks</b>	<b>Lead</b>	<b>Collaborators</b>	<b>Resources</b>	<b>Timeline</b>	<b>Outputs</b>
Research and document relevant existing evaluation processes / programs in other Schools of Nursing	Director	Assistant Director, New Program Implementation	Access to information and subject matter expertise	2017 – Q3	Completed document of collected comparator



		Coordinator, Curriculum Committee			information
Share tools for assessing programs among members of the Faculty of Science and Rankin School of Nursing	Director	Assistant Director, New Program Implementation Coordinator, FoS Strategic Planning Committee, Curriculum Committee	Access to information and subject matter expertise	2017 - Q3	Members of FoS and SON have a host of assessment tools, as well as the expertise of their colleagues, from which to draw
Conduct program assessments on an ongoing basis, e.g., annually	Director	Assistant Director, Curriculum Committee	Access to information, subject matter expertise, SON workshops	2017 - Q3	Regular reports are shared, accreditations are maintained, and continuous quality improvement processes are in place and fully utilized
Assess the impact of simulation learning on student and program outcomes	Director	Assistant Director, Simulation Learning Advisory Committee	Access to information and subject matter expertise	2017 - Q3	Opportunities and improvements are determined

## 4.0 Partnership Development

Partnerships are crucial for the on-going vibrancy of academic programming, institutional viability, and scientific inquiry. The Rankin School of Nursing seeks to strategically develop and enhance local, national, and global partnerships. Partnerships that will connect faculty and staff globally with other universities are particularly important.<sup>31</sup>

4.1 Partnership Development		Goal: Create and enhance collaborations and partnerships locally, provincially, nationally, and globally			
Objective 4.1: Identify and review current collaborations and partnerships					
Activities / Tasks	Lead	Collaborators	Resources	Timeline	Outputs
Identify all current collaborations and partnerships (both formal and informal) and assess the nature of the agreements considering what the Rankin School of Nursing brings to the relationship and what the Rankin School of Nursing receives from the relationship	Director	Assistant Director	Access to information, e.g., partnership agreements	2017 - Q3	All partnership agreements are known and assessed (purpose, responsibilities, resources contributed or gained, etc.)

<sup>31</sup> Based on the StFX Faculty of Science Strategic Plan 2016 – 2021 p. 22 and used with permission.

## 4.2 Partnership Development

### Goal: Create and enhance collaborations and partnerships locally, provincially, nationally, and globally

**Objective 4.2: Explore opportunities for new and / or expanded collaborations and partnerships related to clinical experiences, programming, research, and teaching<sup>32</sup>**

Activities / Tasks	Lead	Collaborators	Resources	Timeline	Outputs
Identify partners and / or areas that would benefit from further partnership development, e.g., recruitment, teaching, research, experiential learning opportunities such as consolidated clinical experiences, and list what the Rankin School of Nursing could bring to these potential partnerships	Director	Assistant Director, FoS, Clinical Partners	Access to information and subject matter expertise	2017 - Q3 and ongoing	Areas for partnership growth and development are identified
Prioritize partnership development goals and draft a plan to move forward	Director	Assistant Director, DoS	Access to information and subject matter expertise	2017 - Q4	A strategic partnership development plan is presented to the DOS and implemented incrementally
Develop and implement a strategy designed to evaluate, enhance, and formalize equity	Director	All equity-focused StFX committees	Access to information and subject matter	2017 - Q4	An agreed upon strategy, with success indicators,

<sup>32</sup> Based on StFX Faculty of Science Strategic Plan 2016 – 2021 Objective 4.1, p. 22.

within Rankin School of Nursing partnerships			expertise		is implemented and evaluated
Assess partnership development success and incorporate learnings in next steps	Director	Assistant Director, DoS	Access to information and subject matter expertise	2018 - Q2 and ongoing	Next steps are formulated based on learnings; improved partnerships result
Assess feasibility of enhancing existing / new international partnerships and set priorities	Director	Director of Internationalization, DoS	Access to information and subject matter expertise	2020 - Q3	Based on assessment, a list of potential partnerships is created

## 5.0 Infrastructure and Equipment Renewal

The infrastructure and equipment available at StFX play a crucial role in fostering creativity and scientific endeavors. The Rankin School of Nursing wants to ensure its state of the art infrastructure and physical spaces are used optimally and strategically to enrich and enliven teaching, learning, research, and engagement.<sup>33</sup>

<b>5.1 Infrastructure and Equipment Renewal</b>		<b>Goal: Establish inclusive and optimal teaching, learning, research, and engagement spaces</b>			
<b>Objective 5.1 Monitor to maintain the optimal use of the Rankin School of Nursing teaching, learning, research, and engagement spaces<sup>34</sup></b>					
<b>Activities / Tasks</b>	<b>Lead</b>	<b>Collaborators</b>	<b>Resources</b>	<b>Timeline</b>	<b>Outputs</b>
Develop a plan for the strategic monitoring and ongoing enhancement of the Rankin School of Nursing teaching, learning, research, and engagement spaces, including the Simulation Learning Centre	Director	Assistant Director	Relevant data collected	2017 – Q3	Plan is developed
Prioritize potential enhancement opportunities related to optimal space utilization	Director	Assistant Director, DoS	Relevant data collected	2017 - Q4	Priorities for the optimal use of the Rankin School of Nursing teaching, learning, and engagement spaces are set

<sup>33</sup> Based on the StFX Faculty of Science Strategic Plan 2016 – 2021 p. 24 and used with permission.

<sup>34</sup> Based on StFX Faculty of Science Strategic Plan 2016 – 2021 Objective 5.1, p. 24.

## 5.2 Infrastructure and Equipment Renewal

## Goal: Establish inclusive and optimal teaching, learning, research, and engagement spaces

**Objective 5.2: Enhance technological infrastructure for teaching, learning, research, and engagement for both on and off campus program delivery<sup>35</sup>**

Activities / Tasks	Lead	Collaborators	Resources	Timeline	Outputs
Create a database of existing technological infrastructure and equipment	Director	Assistant Director, RSG, Information Technology (IT) Services	Access to information and subject matter expertise	2017 - Q2	A database is established (space and equipment)
Develop a plan for the strategic revitalization of equipment that documents (1) what exists and (2) what is required to maintain excellence in teaching and research	Director	Assistant Director, IT Services, AVP, DoS	Relevant data collected	2017 - Q2	A strategic equipment renewal plan is complete and ready to be implemented
Examine current examples of off campus programs delivered in part through technology and capture the learnings	Director	Assistant Director, IT Services, all StFX departments	Access to information and subject matter expertise	2017 - Q2	Development opportunities associated with program delivery through technology are determined
Identify logistical, structural, and technological challenges for off campus program delivery	Director	Assistant Director, AVP, DoS, IT Services	Access to information and subject matter expertise	2018 – Q2	Challenges, and options for overcoming them, are identified

<sup>35</sup> Based on StFX Faculty of Science Strategic Plan 2016 – 2021 Objective 5.2, p. 25.

**5.3 Infrastructure and Equipment Renewal**

**Goal: Establish inclusive and optimal teaching, learning, research, and engagement spaces**

**Objective 5.3: Enhance equity within Rankin School of Nursing teaching, learning, research, and engagement spaces**

<b>Activities / Tasks</b>	<b>Lead</b>	<b>Collaborators</b>	<b>Resources</b>	<b>Timeline</b>	<b>Outputs</b>
Evaluate current teaching, learning, research, and engagement spaces in terms of equity (physical, emotional, and spiritual spaces)	Director	Assistant Director, all equity-focused StFX committees	Access to information and subject matter expertise	2017 - Q3	Next steps are formulated based on learnings
Identify equity enhancement strategies	Director	Same as above	Access to information and subject matter expertise	2017 - Q3	A list of enhancement strategies are identified
Identify available resources	Director	Same as above	Access to information and subject matter expertise	2017 - Q3	A list of available resources are identified
Develop and implement a strategy designed to evaluate and enhance equity within Rankin School of Nursing teaching, learning, research and engagement spaces	Director	Same as above	Access to information and subject matter expertise	2017 - Q4 and ongoing	An agreed upon strategy, with success indicators, is implemented and evaluated

## 6.0 Governance

The Rankin School of Nursing desires an enriched governance<sup>36</sup> model that is representative of all stakeholders and which is aligned with governance structures at StFX and within the Faculty of Science.

<b>6.1 Governance</b>		<b>Goal: Enrich our governance model</b>			
<b>Objective 6.1: Strengthen the existing Rankin School of Nursing governance model</b>					
<b>Activities / Tasks</b>	<b>Lead</b>	<b>Collaborators</b>	<b>Resources</b>	<b>Timeline</b>	<b>Outputs</b>
Review the existing Rankin SON governance model, building on work that began in 2015 as part of the “Building a Healthier Work Environment” initiative	Director	Assistant Director, DoS	Current documents	2017 - Q1	Compilation of key documents that describe existing governance model
Explore governance models that align with the values of the Rankin SON and the broader StFX context	Director	Assistant Director, DoS	Documents from other universities, subject matter expertise, environmental assessment of other existing structures	2017 - Q1	Compilations of key documents that describe governance model options
Implement an enhanced Rankin SON governance model, ensuring alignment exists with FoS and StFX governance	Director	Assistant Director, DoS	Access to information and subject matter expertise	2017 – Q2	Agreed upon enhanced governance model is implemented and

<sup>36</sup> Governance describes the relationships between the SON and the overall university working together, the manner of governing and how the School conducts business. It is the act of governing and is designed to ensure accountability, transparency, responsiveness, stability, equity and inclusiveness, empowerment, and broad-based participation in the Rankin School of Nursing.



structures and the roles and responsibilities of the DoS, the AVP, and other integral StFX roles and services					monitored for continuous improvement
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<b>6.2 Governance</b>		<b>Goal: Enrich our governance model</b>			
<b>Objective 6.2: Enhance equity within the Rankin School of Nursing governance model</b>					
<b>Activities / Tasks</b>	<b>Lead</b>	<b>Collaborators</b>	<b>Resources</b>	<b>Timeline</b>	<b>Outputs</b>
Review and revise terms of reference (ToR) for committees for consistency and inclusion of students, faculty, nurse educators, staff, and community partners / members where relevant	Director	Assistant Director, SON Strategic Planning Committee, Student society representatives, CNSA <sup>37</sup> representatives, administrative support	Access to ToR, input from SON and subject matter expertise	2017 – Q2	Potential recommendations for changes to the Rankin SON ToR for committees
Develop and implement a strategy designed to evaluate and enhance equity within Rankin School of Nursing governance model	Director	Same as above	Access to information and subject matter expertise	2017 - Q4 and ongoing	An agreed upon strategy, with success indicators, is implemented and evaluated

<sup>37</sup> Canadian Nursing Students' Association (CNSA)

## 7.0 Healthy Work Environment

The Rankin School of Nursing seeks a healthy work environment that fosters the health, well-being, education, and safety of its members. Members want a workplace where they can enhance their professional relationships, strengthen their collegial relationships, and maximize their individual potential.

<b>7.1 Healthy Work Environment</b>		<b>Goal: Strengthen and sustain a healthy work environment</b>			
<b>Objective 7.1: Formalize a vision for a healthy work environment within the Rankin School of Nursing</b>					
<b>Activities / Tasks</b>	<b>Lead</b>	<b>Collaborators</b>	<b>Resources</b>	<b>Timeline</b>	<b>Outputs</b>
Continuing to build on work that began in 2015, explore new models for healthy work environments including best practices for creating a culture and climate that will support and maintain health, well-being, and safety within the Rankin School of Nursing for its members	Director	Assistant Director, Human Resources (HR) Director, AcBPSOSC <sup>38</sup> members	StFX and other best practices guidelines for healthy work environments	2017 – Q1 and ongoing	A completed report on options (models) and evidence (best practices)
Develop a matrix to consider human and fiscal resources and match to the demands of the work environment	Director	Assistant Director, HR Director, AcBPSOSC members	Collective agreement, work load allocations, human resource spreadsheets, departmental and FoS budgets,	2017 - Q1	Matrix report on current and anticipated human and fiscal resources matched to workplace demands

<sup>38</sup> Academic Best Practice Spotlight Organization Steering Committee (AcBPSOSC)

			current and potential programming		
Develop a vision for a healthier work environment for the Rankin School of Nursing including strategies to realize (and evaluate) the vision	Director	Assistant Director, HR Director, AcBPSOSC members	Matrix report on current and anticipated human and fiscal resources and workplace demands	2017 - Q1	A proposed vision and related strategy and action plan for discussion with the SON and administration
Plan and implement ongoing evaluation strategies to assess quality of work life from the perspective of Rankin School of Nursing members, measure and track bench marks, and create subsequent action plans	Director	Assistant Director, HR Director, AcBPSOSC members	Data and findings from the StFX quality of work life survey, Survey tools, IT, StFX Office of Institutional Analysis, Draft vision and strategy for a healthy workplace	2017 - Q1 and ongoing	Annual or twice annual report on data and findings related to the status of the healthy workplace and ongoing recommendations for enhancement, development of a vision and related SON strategy
Design, implement, and evaluate ongoing education and professional development sessions on, e.g., healthy work life, relationships, wellness, and work-life balance	Director	Assistant Director, HR Director, AcBPSOSC members	Data and findings related to the status of the healthy workplace	2017 - Q2	Professional development session for ongoing enhancement of the healthy workplace, enhancement and development of the vision, and related SON strategy

**7.2 Healthy Work Environment**

**Goal: Strengthen and sustain a healthy work environment**

**Objective 7.2: Enhance the individual member as well as the collective strengths of the Rankin School of Nursing**

Activities / Tasks	Lead	Collaborators	Resources	Timeline	Outputs
Conduct appreciative interviews / process to determine strength-based approaches in work environment	Director	Assistant Director, HR Director	Facilitation / process expertise	2017 – Q3	An audit check list identifying and sharing individual and group strengths and areas for learning
Establish a healthy work place committee to identify ongoing issues and resolutions to same, i.e., Occupational Health and Safety, including mental health	Director	Assistant Director, HR Director, JOHSC <sup>39</sup>	Best Practices Guidelines	2017 – Q3	A functioning healthy work place committee based on terms of reference
Design ways to celebrate the collective work and strengths of the Rankin School of Nursing	Director	Assistant Director, HR Director		2017 – Q3	Illustrations, events and gatherings celebrating achievements
Develop personalized annual healthy work care plans that identify self-care strategies	Director	Assistant Director, HR Director	Facilitation and process expertise	2018 – Q3	Personalized healthy work care plan with benchmarks, reviewed annually

<sup>39</sup> Joint Occupational Health and Safety Committee (JOHSC)

Promote and support positive health practices within the work environment	Director	Assistant Director, HR Director, Nursing Society leaders, Canadian Nursing Students' Association (CNSA) representatives	Online resources CNSA and RNAO <sup>40</sup> Workplace health safety and wellbeing of the nurse guideline	2017 – Q3	Walking group, Tai Chi, Yoga Classes, Mindfulness Program
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<b>7.3 Healthy Work Environment</b>		<b>Goal: Strengthen and sustain a healthy work environment</b>			
<b>Objective 7.3: Recruit and retain a full complement of faculty, nurse educators, and staff</b>					
<b>Activities / Tasks</b>	<b>Lead</b>	<b>Collaborators</b>	<b>Resources</b>	<b>Timeline</b>	<b>Outputs</b>
To develop and implement a succession planning strategy for Rankin School of Nursing Director, Assistant Director, faculty, nurse educators, staff	Director	Assistant Director, DoS, HR Director	Access to information and subject matter expertise	2017 - Q1 and ongoing	Completed succession plan
Provide mentors for new faculty to support internal partnerships, to facilitate adjustment to faculty role, to meet goals and to establish excellence in each faculty member	Director	Assistant Director, HR Director		2017 - Q1 and ongoing	Developed and provided mentorship program for new faculty

<sup>40</sup> Registered Nurses Association of Ontario (RNAO)

**7.4 Healthy Work Environment**

**Goal: Strengthen and sustain a healthy work environment**

**Objective 7.4: Enhance our professional relationships within the Rankin School of Nursing**

<b>Activities / Tasks</b>	<b>Lead</b>	<b>Collaborators</b>	<b>Resources</b>	<b>Timeline</b>	<b>Outputs</b>
Assess and identify opportunities to share resources, expertise, space	Director	Assistant Director, HR Director	Teaching assignment	2017 - Q1 and ongoing	SON resources and expertise are utilized for the collective benefit of the School
Assess and identify opportunity for engagement in team teaching, research, and service	Director	Assistant Director, HR Director	Teaching assignment	2017 - Q1 and ongoing	An increased level of engagement in team teaching, research, and service is evident

**7.5 Healthy Work Environment**

**Goal: Strengthen and sustain a healthy work environment**

**Objective 7.5: Enhance equity within the Rankin School of Nursing work environment**

<b>Activities / Tasks</b>	<b>Lead</b>	<b>Collaborators</b>	<b>Resources</b>	<b>Timeline</b>	<b>Outputs</b>
Research and document relevant equity programs in other nursing education environments	Director	Assistant Director, HR Director	Access to information	2017 - Q2	Documents that provide comparative data
Prioritize ideas for new / revised equity programs for the Rankin School of Nursing work environment	Director	Assistant Director, HR Director	Access to information Human Resources	2017 - Q4	Priority list of planned actions
Develop a concept document describing in detail all opportunities and considerations related to increasing equity in the Rankin School of Nursing work environment	Director	Assistant Director, HR Director	Access to information Human Resources	2017 - Q4	Completed concept document
Develop and implement a strategy designed to evaluate and enhance equity within Rankin School of Nursing work environment	Director	Assistant Director, HR Director	Access to information and subject matter expertise	2017 - Q4 and ongoing	An agreed upon strategy, with success indicators, is implemented and evaluated

## ***Timeline of Strategic Activities***

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Objectives and action plans outline the work that must be done in each area of emphasis, each with a timeline. It is helpful to create a holistic timeline of strategic activities.

## ***Recommendations***

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As the facilitator of the StFX Elizabeth and Thomas Rankin School of Nursing strategic planning process, the StFX Extension Department puts forth the following recommendations<sup>41</sup>:

1. Calculate the costs of implementing the strategic plan in terms of time, human resources, and money. It may be necessary to reconcile the timeline of strategic activities with the availability of resources to ensure the plan is successfully implemented.
2. Conduct a careful examination of the *StFX Elizabeth and Thomas Rankin School of Nursing Strategic Plan 2017-2021*, the *Faculty of Science Strategic Plan 2016-2021*, and the StFX strategic plan, *The Way University is Meant to Be: Strategic Plan 2017 – 2022*, to ensure complementarity exists as well as to realize resource efficiencies wherever possible during implementation.
3. Develop a communication strategy related to the implementation of the strategic plan to ensure accomplishments, challenges, and unexpected happenings are communicated effectively and efficiently to members of the Rankin School of Nursing and other stakeholders.
4. The successful implementation of the plan will be enhanced by instituting a regular review process, e.g., include “implementation of the strategic plan” as a standing agenda item, at which time progress related to the achievement of the outputs stated in the strategic plan should be shared.
5. A great deal of value can also be derived from participating in an annual review process during which data related to the goals and objectives of the plan, gathered through StFX processes, is reviewed, progress is assessed, annual priorities are discussed, and, if necessary, action plans are revised. This would also be an opportune time to consider contextual changes and their implications.

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<sup>41</sup> Given the alignment of the StFX Elizabeth and Thomas Rankin School of Nursing Strategic Plan 2017-2021 with the Faculty of Science Strategic Plan 2016-2021, the recommendations are the same with the exception of recommendation #2 that calls for a careful examination of both of these plans to ensure that complementarity exists with the overall StFX strategic plan.