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

Strategic Plan
2017 - 2021

Prepared by:

St. Francis Xavier University
Extension Department

March 2017
Executive Summary

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

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

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

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\(^1\).

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**

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\(^2\), 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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\(^1\) 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.

\(^2\) 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**

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**

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**

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

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

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

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

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

#### Goals and Objectives Overview

<table>
<thead>
<tr>
<th>1. Teaching</th>
<th>Goal: Enrich our culture of teaching excellence</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objectives</strong></td>
<td>1.1 Establish a formalized professional development program for Rankin School of Nursing teachers, in collaboration with the Faculty of Science</td>
</tr>
<tr>
<td></td>
<td>1.2 Encourage, support, and enhance the implementation of innovative teaching pedagogies</td>
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<tr>
<td></td>
<td>1.3 Identify additional resources to support teaching strategies</td>
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<tr>
<td></td>
<td>1.4 Promote workplace equality and equity related to teaching, in collaboration with the Faculty of Science</td>
</tr>
<tr>
<td></td>
<td>1.5 Enhance equity within the Rankin School of Nursing integrated concept- and competency-based curriculum and teaching and learning processes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2. Research</th>
<th>Goal: Become Canada’s leader in engaging faculty and students in cross-sectoral, collaborative, innovative, and interdisciplinary research</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objectives</strong></td>
<td>2.1 Assess our research culture and identify areas of demonstrated strength and potential areas of improvement, in collaboration with the Faculty of Science</td>
</tr>
<tr>
<td></td>
<td>2.2 Establish a formalized professional development program for Rankin School of Nursing researchers, in collaboration with the Faculty of Science</td>
</tr>
<tr>
<td></td>
<td>2.3 Promote workplace equality and equity related to research, in collaboration with the Faculty of Science</td>
</tr>
<tr>
<td></td>
<td>2.4 Determine the feasibility of establishing a research and health practice centre within the Rankin School of Nursing</td>
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<tr>
<td></td>
<td>2.5 Build capacity within the Rankin School of Nursing, including students, to engage in cross-sectoral, collaborative, innovative, and interdisciplinary research</td>
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<tr>
<td></td>
<td>2.6 Increase collaborative research with other departments at StFX and with other universities and community partners, locally, provincially, nationally, and globally</td>
</tr>
<tr>
<td></td>
<td>2.7 Promote our research excellence nationally and globally, in collaboration with the Faculty of Science</td>
</tr>
</tbody>
</table>
## StFX Elizabeth and Thomas Rankin School of Nursing
### Strategic Plan 2017 – 2021
#### Goals and Objectives Overview

<table>
<thead>
<tr>
<th>Goal</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.8 Develop and implement knowledge mobilization strategies</td>
<td>2.9 Enhance equity within the Rankin School of Nursing research practices</td>
</tr>
</tbody>
</table>

### 3. Programming

**Goal:** Offer high-quality programs for Bachelor of Science in Nursing students

<table>
<thead>
<tr>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 Establish an assessment process for potential new programs</td>
</tr>
<tr>
<td>3.2 Establish a continuous, integrated, internal monitoring and evaluation process for existing programs</td>
</tr>
</tbody>
</table>

### 4. Partnership Development

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

<table>
<thead>
<tr>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1 Identify and review current collaborations and partnerships</td>
</tr>
<tr>
<td>4.2 Explore opportunities for new and/or enhanced collaborations and partnerships related to clinical experiences, programming, research, and teaching</td>
</tr>
</tbody>
</table>

### 5. Infrastructure and Equipment Renewal

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

<table>
<thead>
<tr>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1 Monitor to maintain the optimal use of the Rankin School of Nursing teaching, learning, research, and engagement spaces</td>
</tr>
<tr>
<td>5.2 Enhance technological infrastructure for teaching, learning, research, and engagement for both on and off campus program delivery</td>
</tr>
<tr>
<td>5.3 Enhance equity within the Rankin School of Nursing teaching, learning, research, and engagement spaces</td>
</tr>
</tbody>
</table>
### 6. **Governance**

**Goal: Enrich our Governance Model**

<table>
<thead>
<tr>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.1 Strengthen the existing Rankin School of Nursing governance model</td>
</tr>
<tr>
<td>6.2 Enhance equity within the Rankin School of Nursing governance model</td>
</tr>
</tbody>
</table>

### 7. **Healthy Work Environment**

**Goal: Strengthen and Sustain a Healthy Work Environment**

<table>
<thead>
<tr>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.1 Formalize a vision for a healthy work environment within the Rankin School of Nursing</td>
</tr>
<tr>
<td>7.2 Enhance the individual member as well as the collective strengths of the Rankin School of Nursing</td>
</tr>
<tr>
<td>7.3 Recruit and retain a full complement of faculty, nurse educators, and staff</td>
</tr>
<tr>
<td>7.4 Enhance our professional relationships within the Rankin School of Nursing</td>
</tr>
<tr>
<td>7.5 Enhance equity within the Rankin School of Nursing work environment</td>
</tr>
</tbody>
</table>
1.0 Teaching

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.

1.1 Teaching

Goal: Enrich our culture of teaching excellence

Objective 1.1: Establish a formalized professional development program for the Rankin School of Nursing (SON), in collaboration with the Faculty of Science.

<table>
<thead>
<tr>
<th>Activities / Tasks</th>
<th>Lead</th>
<th>Collaborators</th>
<th>Resources</th>
<th>Timeline</th>
<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>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</td>
<td>Director</td>
<td>Assistant Director, Faculty of Science (FoS), Strategic Planning Committee, Faculty</td>
<td>Online survey software, survey development expertise, FoS professional development</td>
<td>2017 – Q2</td>
<td>A survey is constructed and distributed to all Rankin School of Nursing (SON) members</td>
</tr>
</tbody>
</table>

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

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

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

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

7 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.

8 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.

9 The activity should be completed by the quarter noted (Q1 = January-March, Q2 = April-June, Q3 = July-September, Q4 = October-December).
| Prioritize opportunities and learning needs based on the findings of the assessment | Development Committee (FDC) | Survey findings | Opportunities to build our teaching capacity and address our learning needs are assessed and documented in a report |
| Liaise with the FDC to ensure resources and efforts are used optimally and duplication is avoided | Director | Assistant Director | Access to assessment findings | 2017 – Q3 | Survey findings are summarized and priorities are identified |
| 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

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

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10 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

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

**Goal:** Enrich our culture of teaching excellence

#### Objective 1.4: Promote workplace equality and equity related to teaching

<p>|</p>
<table>
<thead>
<tr>
<th>Activities / Tasks</th>
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<th>Resources</th>
<th>Timeline</th>
<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>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</td>
<td>Director</td>
<td>Assistant Director, FoS Strategic Planning Committee, Association of University Teachers (AUT), Dean of Science (DoS), Academic Vice President and Provost (AVP)</td>
<td>Access to information</td>
<td>2017 - Q3 and ongoing</td>
<td>A report is completed that outlines the positive and negative aspects of the existing workload models</td>
</tr>
<tr>
<td>Contribute to the research and evaluation of workload models at similar educational institutions, paying particular attention to innovations in this area</td>
<td>Director</td>
<td>Assistant Director, FoS Strategic Planning Committee, AUT, DoS, AVP</td>
<td>Access to information</td>
<td>2017 - Q3 and ongoing</td>
<td>A summary or a report on workload models at other Canadian undergraduate institutions is completed</td>
</tr>
<tr>
<td>Contribute to the development of a strategy, including recommendations for structural</td>
<td>Director</td>
<td>Assistant Director, FoS Strategic</td>
<td>Access to information</td>
<td>2017 - Q3 and ongoing</td>
<td>A strategy is developed to increase workload</td>
</tr>
</tbody>
</table>

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

12 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 |

1.5 Teaching

**Goal: Enrich our culture of teaching excellence**

**Objective 1.5: Enhance equity within the Rankin School of Nursing integrated concept- and competency-based curriculum and teaching and learning processes**

<table>
<thead>
<tr>
<th>Activities / Tasks</th>
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<th>Collaborators</th>
<th>Resources</th>
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<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>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</td>
<td>Director</td>
<td>Assistant Director, New Program Implementation Coordinator, Community Stakeholders (through CABSS(^{13}))</td>
<td>Faculty of Education, StFX Equity Summit Report, National University Equity and Inclusion Documents, Committee on Indigenization of Academic Programs</td>
<td>2017 - Q2</td>
<td>Report, dissemination, and discussion of findings</td>
</tr>
<tr>
<td>Develop and implement a strategy designed to enhance equity within the integrated concept- and competency-based curriculum and teaching and learning processes</td>
<td>Director</td>
<td>Assistant Director</td>
<td>Same as above</td>
<td>2017 - Q3</td>
<td>An agreed upon strategy, with success indicators, is implemented and evaluated</td>
</tr>
</tbody>
</table>

\(^{13}\) Committee for Aboriginal and Black Student Success (CABSS)
2.0 Research

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.

<table>
<thead>
<tr>
<th>2.1 Research</th>
<th>Goal: Become Canada’s leader in engaging faculty and students in cross-sectoral, collaborative, innovative, and interdisciplinary research</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 2.1: Assess our research culture and identify areas of demonstrated strength and potential areas of improvement, in collaboration with the Faculty of Science</td>
<td></td>
</tr>
<tr>
<td>Activities / Tasks</td>
<td>Lead</td>
</tr>
<tr>
<td>Participate in Faculty of Science activities related to assessing its research culture, including the Rankin School of Nursing</td>
<td>Director</td>
</tr>
</tbody>
</table>

14 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.

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

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

17 It is the intention of the Rankin School of Nursing to work collaboratively with the Faculty of Science to implement common objectives.
2.2 Research

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

Objective 2.2: Establish a formalized professional development program for Rankin School of Nursing researchers\(^\text{18}\), in collaboration with the Faculty of Science\(^\text{19}\)

<table>
<thead>
<tr>
<th>Activities / Tasks</th>
<th>Lead</th>
<th>Collaborators</th>
<th>Resources</th>
<th>Timeline</th>
<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>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</td>
<td>Director</td>
<td>Assistant Director, FDC, AVPRGS, Research Services Group (RSG), FoS Strategic Planning</td>
<td>Online survey software, survey development expertise, focus group design expertise</td>
<td>2017 – Q2</td>
<td>A survey is constructed and distributed to all FoS members, including Rankin School of Nursing members, and focus group</td>
</tr>
</tbody>
</table>

\(^{18}\) Based on the StFX Faculty of Science Strategic Plan 2016 – 2021 Objective 2.2, p. 12.

\(^{19}\) It is the intention of the School of Nursing to work collaboratively with the Faculty of Science to implement common objectives.
<table>
<thead>
<tr>
<th>Task</th>
<th>Committee</th>
<th>Access to assessment findings</th>
<th>Timeframe</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prioritize opportunities and learning needs based on the findings of the assessment</td>
<td>Director, Assistant Director</td>
<td></td>
<td>2017 - Q2</td>
<td>Survey and focus group findings are summarized and priorities are identified</td>
</tr>
<tr>
<td>Plan how the pilot PD program offerings will be designed, developed, delivered, and resourced</td>
<td>Director, Assistant Director, DoS, RSG, Vice President Finance and Administration (VP Finance), FDC</td>
<td>Program planning expertise</td>
<td>2017 - Q3</td>
<td>A pilot PD program is ready for delivery and evaluation</td>
</tr>
<tr>
<td>Implement the pilot PD plan</td>
<td>Director, Assistant Director, RSG, VP Finance, FDC</td>
<td>Program delivery expertise, classroom space</td>
<td>2017 - Q4</td>
<td>The pilot PD program is delivered</td>
</tr>
<tr>
<td>Evaluate the PD plan and make recommendations for going forward</td>
<td>Director, Assistant Director, RSG, VP Finance, FDC</td>
<td></td>
<td>2018 - Q4 and ongoing</td>
<td>Based on the pilot PD program evaluation, recommendations are formulated</td>
</tr>
</tbody>
</table>
### Objective 2.3: Promote workplace equality and equity related to research\(^{20}\), in collaboration with the Faculty of Science\(^{21}\)

<table>
<thead>
<tr>
<th>Activities / Tasks</th>
<th>Lead</th>
<th>Collaborators</th>
<th>Resources</th>
<th>Timeline</th>
<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>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</td>
<td>Director</td>
<td>Assistant Director, FoS Strategic Planning Committee, AUT, AVP, DoS</td>
<td>Access to information</td>
<td>2017 - Q4</td>
<td>Positive and negative aspects of the existing workload models are documented</td>
</tr>
<tr>
<td>Contribute to the assessment of workload models at similar educational institutions, paying particular attention to innovations in this area</td>
<td>Director</td>
<td>Assistant Director, FoS Strategic Planning Committee, AUT, AVP, DoS</td>
<td>Access to information</td>
<td>2017 - Q4</td>
<td>Workload models at other primarily undergraduate Canadian institutions are assessed and documented</td>
</tr>
<tr>
<td>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</td>
<td>Director</td>
<td>Assistant Director, FoS Strategic Planning Committee, AUT, AVP, DoS</td>
<td>Access to information</td>
<td>2018 - Q3</td>
<td>A strategy is developed to increase SON workload equality, equity, and member satisfaction, within the FoS</td>
</tr>
</tbody>
</table>

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\(^{20}\) Based on the StFX Faculty of Science Strategic Plan 2016 – 2021 Objective 2.3, p. 13.

\(^{21}\) 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

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

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

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

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22 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\(^2^3\), in collaboration with the Faculty of Science\(^2^4\)

<table>
<thead>
<tr>
<th>Activities / Tasks</th>
<th>Lead</th>
<th>Collaborators</th>
<th>Resources</th>
<th>Timeline</th>
<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.)</td>
<td>Director</td>
<td>Assistant Director, FoS Strategic Planning Committee, FDC, AVPRGS</td>
<td>Access to data and information</td>
<td>2017 - Q2</td>
<td>A system is developed to gather the evidence</td>
</tr>
<tr>
<td>Work with the Dean of Science to ensure this information is shared</td>
<td>Director</td>
<td>Assistant Director, DoS</td>
<td></td>
<td>2017 - Q3</td>
<td>A communication strategy is developed with the DoS and implemented</td>
</tr>
<tr>
<td>Profile research success and excellence on the Rankin School of Nursing website and other social media (e.g., testimonials,</td>
<td>Director</td>
<td>Assistant Director</td>
<td>Subject matter and technical expertise</td>
<td>2017 - Q3</td>
<td>Research accomplishments are profiled on the SON website</td>
</tr>
</tbody>
</table>

\(^{23}\) Based on the StFX Faculty of Science Strategic Plan 2016 – 2021 Objective 2.6, p. 16.

\(^{24}\) It is the intention of the Rankin School of Nursing to work collaboratively with the Faculty of Science to implement common objectives.
<table>
<thead>
<tr>
<th>Activities / Tasks</th>
<th>Lead</th>
<th>Collaborators</th>
<th>Resources</th>
<th>Timeline</th>
<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance research relationships with partner organizations to build new and sustain existing connections</td>
<td>Director</td>
<td>Assistant Director, SON Strategic Planning Committee, Practice,</td>
<td>Knowledge translation and mobilization literature; National Collaborating Centre for</td>
<td>2017 - Q3</td>
<td>Documented network of knowledge users and networking strategies</td>
</tr>
</tbody>
</table>

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25 “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).
<table>
<thead>
<tr>
<th>Task</th>
<th>Sponsor</th>
<th>Program, and Policy Partners</th>
<th>Determinants of Health</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>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</td>
<td>Director</td>
<td>Assistant Director, SON Strategic Planning Committee, AcBPSOSC&lt;sup&gt;26&lt;/sup&gt; members</td>
<td>Broad knowledge translation and mobilization literature, knowledge translation and mobilization specialists, RNAO&lt;sup&gt;27&lt;/sup&gt; best practice guidelines</td>
<td>2017 - Q3 and ongoing</td>
</tr>
<tr>
<td>Develop indicators to monitor knowledge mobilization plans</td>
<td>Director</td>
<td>Assistant Director, SON Strategic Planning Committee</td>
<td>Broad knowledge translation and mobilization literature and the expertise of knowledge translation and mobilization specialists</td>
<td>2017 - Q3 and ongoing</td>
</tr>
<tr>
<td>Assess, evaluate, and consider feasibility for organizational supports, resources, and programmatic opportunities for sustained and evolving knowledge mobilization activities</td>
<td>Director</td>
<td>Assistant Director, SON Strategic Planning Committee, AVPRGS</td>
<td>Broad knowledge translation and mobilization literature – including barriers and facilitators</td>
<td>2019 - Q1</td>
</tr>
</tbody>
</table>

<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

<table>
<thead>
<tr>
<th>Activities / Tasks</th>
<th>Lead</th>
<th>Collaborators</th>
<th>Resources</th>
<th>Timeline</th>
<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Formalize a strategy to analyze and address the impact of teaching and service workloads on the Rankin School of Nursing faculty’s research productivity</td>
<td>Director</td>
<td>Assistant Director, DoS, Academic Vice President, AVPRGS</td>
<td>Access to information</td>
<td>2017 - Q3</td>
<td>A formal strategy, including success indicators, is ready to be implemented</td>
</tr>
<tr>
<td>Develop a strategy to create opportunities for nurse educators to increase involvement in research</td>
<td>Director</td>
<td>Assistant Director</td>
<td>Access to information, e.g., current research initiatives and research interests</td>
<td>2017 - Q3</td>
<td>A strategy to create opportunities for nurse educators to become more involved in research is ready to be implemented</td>
</tr>
<tr>
<td>Develop and implement a strategy designed to enhance equity within Rankin School of Nursing research processes</td>
<td>Director</td>
<td>Assistant Director</td>
<td>Same as above</td>
<td>2017 - Q3</td>
<td>An agreed upon strategy, with success indicators, is implemented and evaluated</td>
</tr>
</tbody>
</table>
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.\textsuperscript{28}

### 3.1 Programming\textsuperscript{29}

**Goal: Offer high-quality programs for Bachelor of Science in Nursing students**

**Objective 3.1: Establish an assessment process for potential new programs**

<table>
<thead>
<tr>
<th>Activities / Tasks</th>
<th>Lead</th>
<th>Collaborators</th>
<th>Resources</th>
<th>Timeline</th>
<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Determine the feasibility and priority of potential new programs, e.g., Master of Nursing</td>
<td>Director</td>
<td>Assistant Director, DoS, Curriculum Committee, Student representatives, other StFX departments</td>
<td>LAEC\textsuperscript{30} Report, Findings of internal evaluation processes, StFX and Faculty of Science (FoS) Strategic Plans, Environmental Scan Findings</td>
<td>2017 – Q1 and ongoing (new opportunities may arise that require us to examine new programs)</td>
<td>Recommendations are made regarding the feasibility and priority of potential new programs and evidence-based programming decisions are made</td>
</tr>
</tbody>
</table>

\textsuperscript{28} Based on the StFX Faculty of Science Strategic Plan 2016 – 2021 p. 17 and used with permission.

\textsuperscript{29} 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).

\textsuperscript{30} 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 |

## 3.2 Programming

**Goal:** Offer high-quality programs for Bachelor of Science in Nursing students

### Objective 3.2: Establish a continuous, integrated, internal monitoring and evaluation process for existing programs

<table>
<thead>
<tr>
<th>Activities / Tasks</th>
<th>Lead</th>
<th>Collaborators</th>
<th>Resources</th>
<th>Timeline</th>
<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research and document relevant existing evaluation processes / programs in other Schools of Nursing</td>
<td>Director</td>
<td>Assistant Director, New Program Implementation</td>
<td>Access to information and subject matter expertise</td>
<td>2017 – Q3</td>
<td>Completed document of collected comparator</td>
</tr>
</tbody>
</table>
| 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.³¹

<table>
<thead>
<tr>
<th>4.1 Partnership Development</th>
<th>Goal: Create and enhance collaborations and partnerships locally, provincially, nationally, and globally</th>
</tr>
</thead>
</table>

**Objective 4.1: Identify and review current collaborations and partnerships**

<table>
<thead>
<tr>
<th>Activities / Tasks</th>
<th>Lead</th>
<th>Collaborators</th>
<th>Resources</th>
<th>Timeline</th>
<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>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</td>
<td>Director</td>
<td>Assistant Director</td>
<td>Access to information, e.g., partnership agreements</td>
<td>2017 - Q3</td>
<td>All partnership agreements are known and assessed (purpose, responsibilities, resources contributed or gained, etc.)</td>
</tr>
</tbody>
</table>

³¹Based on the StFX Faculty of Science Strategic Plan 2016 – 2021 p. 22 and used with permission.
<table>
<thead>
<tr>
<th>Activities / Tasks</th>
<th>Lead</th>
<th>Collaborators</th>
<th>Resources</th>
<th>Timeline</th>
<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>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</td>
<td>Director</td>
<td>Assistant Director, FoS, Clinical Partners</td>
<td>Access to information and subject matter expertise</td>
<td>2017 - Q3 and ongoing</td>
<td>Areas for partnership growth and development are identified</td>
</tr>
<tr>
<td>Prioritize partnership development goals and draft a plan to move forward</td>
<td>Director</td>
<td>Assistant Director, DoS</td>
<td>Access to information and subject matter expertise</td>
<td>2017 - Q4</td>
<td>A strategic partnership development plan is presented to the DOS and implemented incrementally</td>
</tr>
<tr>
<td>Develop and implement a strategy designed to evaluate, enhance, and formalize equity</td>
<td>Director</td>
<td>All equity-focused StFX committees</td>
<td>Access to information and subject matter expertise</td>
<td>2017 - Q4</td>
<td>An agreed upon strategy, with success indicators,</td>
</tr>
</tbody>
</table>

---

32 Based on StFX Faculty of Science Strategic Plan 2016 – 2021 Objective 4.1, p. 22.
<table>
<thead>
<tr>
<th>within Rankin School of Nursing partnerships</th>
<th>expertise</th>
<th>is implemented and evaluated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assess partnership development success and incorporate learnings in next steps</td>
<td>Director</td>
<td>Assistant Director, DoS</td>
</tr>
<tr>
<td>Assess feasibility of enhancing existing / new international partnerships and set priorities</td>
<td>Director</td>
<td>Director of Internationalization, DoS</td>
</tr>
</tbody>
</table>
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.33

<table>
<thead>
<tr>
<th>Activities / Tasks</th>
<th>Lead</th>
<th>Collaborators</th>
<th>Resources</th>
<th>Timeline</th>
<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>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</td>
<td>Director</td>
<td>Assistant Director</td>
<td>Relevant data collected</td>
<td>2017 – Q3</td>
<td>Plan is developed</td>
</tr>
<tr>
<td>Prioritize potential enhancement opportunities related to optimal space utilization</td>
<td>Director</td>
<td>Assistant Director, DoS</td>
<td>Relevant data collected</td>
<td>2017 - Q4</td>
<td>Priorities for the optimal use of the Rankin School of Nursing teaching, learning, and engagement spaces are set</td>
</tr>
</tbody>
</table>

33 Based on the StFX Faculty of Science Strategic Plan 2016 – 2021 p. 24 and used with permission.
34 Based on StFX Faculty of Science Strategic Plan 2016 – 2021 Objective 5.1, p. 24.
### 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

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

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35 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**

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

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

<table>
<thead>
<tr>
<th>Activities / Tasks</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Review the existing Rankin SON governance model, building on work that began in 2015 as part of the “Building a Healthier Work Environment” initiative</td>
<td>Director</td>
<td>Assistant Director, DoS</td>
<td>Current documents</td>
<td>2017 - Q1</td>
<td>Compilation of key documents that describe existing governance model</td>
</tr>
<tr>
<td>Explore governance models that align with the values of the Rankin SON and the broader StFX context</td>
<td>Director</td>
<td>Assistant Director, DoS</td>
<td>Documents from other universities, subject matter expertise, environmental assessment of other existing structures</td>
<td>2017 - Q1</td>
<td>Compilations of key documents that describe governance model options</td>
</tr>
<tr>
<td>Implement an enhanced Rankin SON governance model, ensuring alignment exists with FoS and StFX governance</td>
<td>Director</td>
<td>Assistant Director, DoS</td>
<td>Access to information and subject matter expertise</td>
<td>2017 – Q2</td>
<td>Agreed upon enhanced governance model is implemented and</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>6.2 Governance</th>
<th>Goal: Enrich our governance model</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 6.2: Enhance equity within the Rankin School of Nursing governance model</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>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</td>
<td>Director</td>
<td>Assistant Director, SON Strategic Planning Committee, Student society representatives, CNSA representatives, administrative support</td>
<td>Access to ToR, input from SON and subject matter expertise</td>
<td>2017 – Q2</td>
<td>Potential recommendations for changes to the Rankin SON ToR for committees</td>
</tr>
<tr>
<td>Develop and implement a strategy designed to evaluate and enhance equity within Rankin School of Nursing governance model</td>
<td>Director</td>
<td>Same as above</td>
<td>Access to information and subject matter expertise</td>
<td>2017 - Q4 and ongoing</td>
<td>An agreed upon strategy, with success indicators, is implemented and evaluated</td>
</tr>
</tbody>
</table>

37 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.

<table>
<thead>
<tr>
<th>7.1 Healthy Work Environment</th>
<th>Goal: Strengthen and sustain a healthy work environment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 7.1: Formalize a vision for a healthy work environment within the Rankin School of Nursing</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>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</td>
<td>Director</td>
<td>Assistant Director, Human Resources (HR) Director, AcBPSOSC(^{38}) members</td>
<td>StFX and other best practices guidelines for healthy work environments</td>
<td>2017 – Q1 and ongoing</td>
<td>A completed report on options (models) and evidence (best practices)</td>
</tr>
<tr>
<td>Develop a matrix to consider human and fiscal resources and match to the demands of the work environment</td>
<td>Director</td>
<td>Assistant Director, HR Director, AcBPSOSC members</td>
<td>Collective agreement, work load allocations, human resource spreadsheets, departmental and FoS budgets,</td>
<td>2017 - Q1</td>
<td>Matrix report on current and anticipated human and fiscal resources matched to workplace demands</td>
</tr>
</tbody>
</table>

\(^{38}\) Academic Best Practice Spotlight Organization Steering Committee (AcBPSOSC)
<table>
<thead>
<tr>
<th>Develop a vision for a healthier work environment for the Rankin School of Nursing including strategies to realize (and evaluate) the vision</th>
<th>Director</th>
<th>Assistant Director, HR Director, AcBPSOSC members</th>
<th>Matrix report on current and anticipated human and fiscal resources and workplace demands</th>
<th>2017 - Q1</th>
<th>A proposed vision and related strategy and action plan for discussion with the SON and administration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan and implement ongoing evaluation strategies to assess quality of work life from the perspective of Rankin School of Nursing members, measure and track benchmarks, and create subsequent action plans</td>
<td>Director</td>
<td>Assistant Director, HR Director, AcBPSOSC members</td>
<td>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</td>
<td>2017 - Q1 and ongoing</td>
<td>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</td>
</tr>
<tr>
<td>Design, implement, and evaluate ongoing education and professional development sessions on, e.g., healthy work life, relationships, wellness, and work-life balance</td>
<td>Director</td>
<td>Assistant Director, HR Director, AcBPSOSC members</td>
<td>Data and findings related to the status of the healthy workplace</td>
<td>2017 - Q2</td>
<td>Professional development session for ongoing enhancement of the healthy workplace, enhancement and development of the vision, and related SON strategy</td>
</tr>
</tbody>
</table>
### Objective 7.2: Enhance the individual member as well as the collective strengths of the Rankin School of Nursing

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

<sup>39</sup> Joint Occupational Health and Safety Committee (JOHSC)
**Promote and support positive health practices within the work environment**

<table>
<thead>
<tr>
<th>Activities / Tasks</th>
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<th>Collaborators</th>
<th>Resources</th>
<th>Timeline</th>
<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>To develop and implement a succession planning strategy for Rankin School of Nursing Director, Assistant Director, faculty, nurse educators, staff</td>
<td>Director</td>
<td>Assistant Director, DoS, HR Director</td>
<td>Access to information and subject matter expertise</td>
<td>2017 - Q1 and ongoing</td>
<td>Completed succession plan</td>
</tr>
<tr>
<td>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</td>
<td>Director</td>
<td>Assistant Director, HR Director</td>
<td></td>
<td>2017 - Q1 and ongoing</td>
<td>Developed and provided mentorship program for new faculty</td>
</tr>
</tbody>
</table>

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**40** Registered Nurses Association of Ontario (RNAO)
### Objective 7.4: Enhance our professional relationships within the Rankin School of Nursing

<table>
<thead>
<tr>
<th>Activities / Tasks</th>
<th>Lead</th>
<th>Collaborators</th>
<th>Resources</th>
<th>Timeline</th>
<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assess and identify opportunities to share resources, expertise, space</td>
<td>Director</td>
<td>Assistant Director, HR Director</td>
<td>Teaching assignment</td>
<td>2017 - Q1 and ongoing</td>
<td>SON resources and expertise are utilized for the collective benefit of the School</td>
</tr>
<tr>
<td>Assess and identify opportunity for engagement in team teaching, research, and service</td>
<td>Director</td>
<td>Assistant Director, HR Director</td>
<td>Teaching assignment</td>
<td>2017 - Q1 and ongoing</td>
<td>An increased level of engagement in team teaching, research, and service is evident</td>
</tr>
</tbody>
</table>
### Objective 7.5: Enhance equity within the Rankin School of Nursing work environment

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

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**

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:

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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41 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.