

April 27, 2018

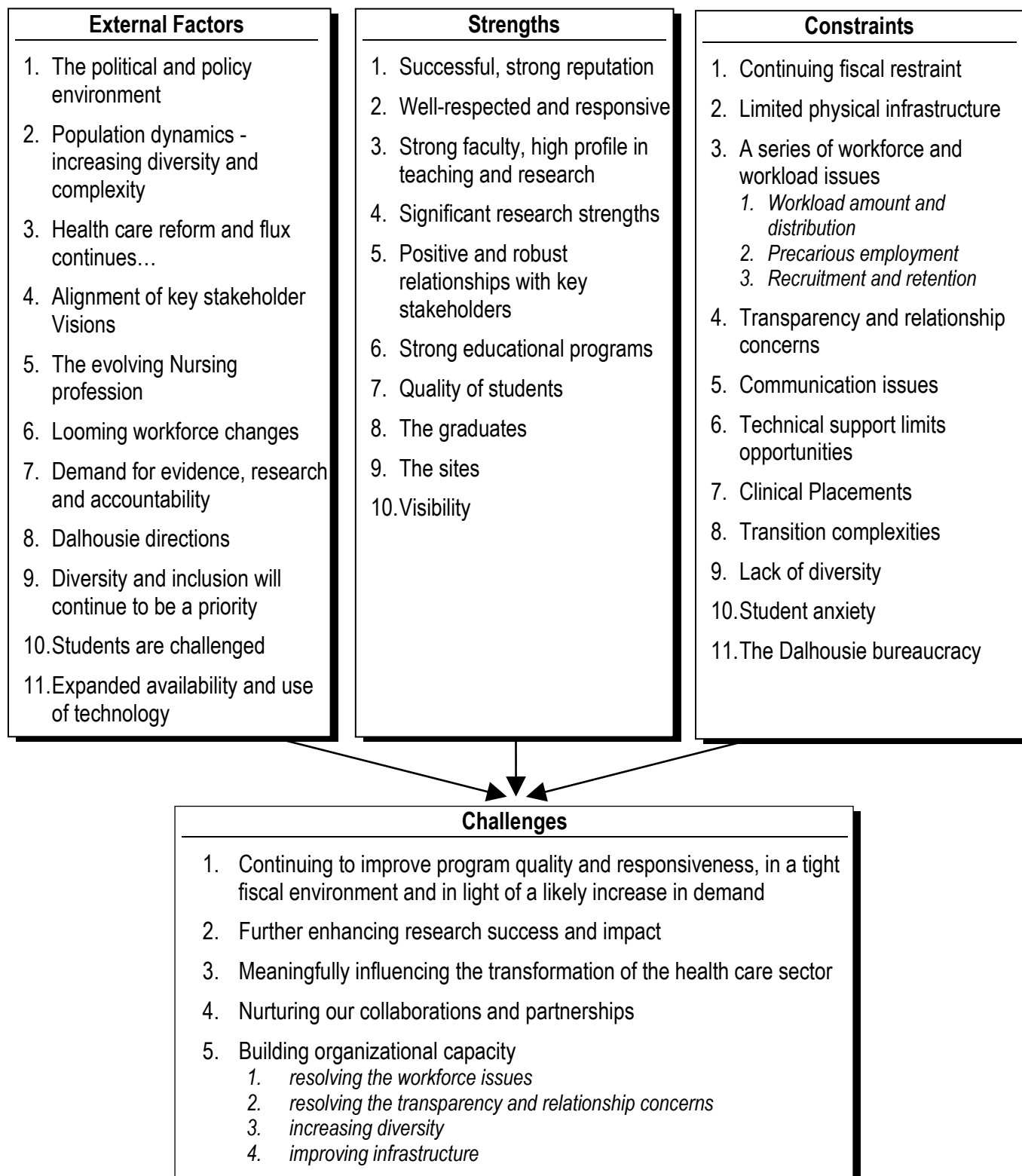
DALHOUSIE SCHOOL OF NURSING STRATEGIC PLAN 2018-2023

APRIL 18, 2018

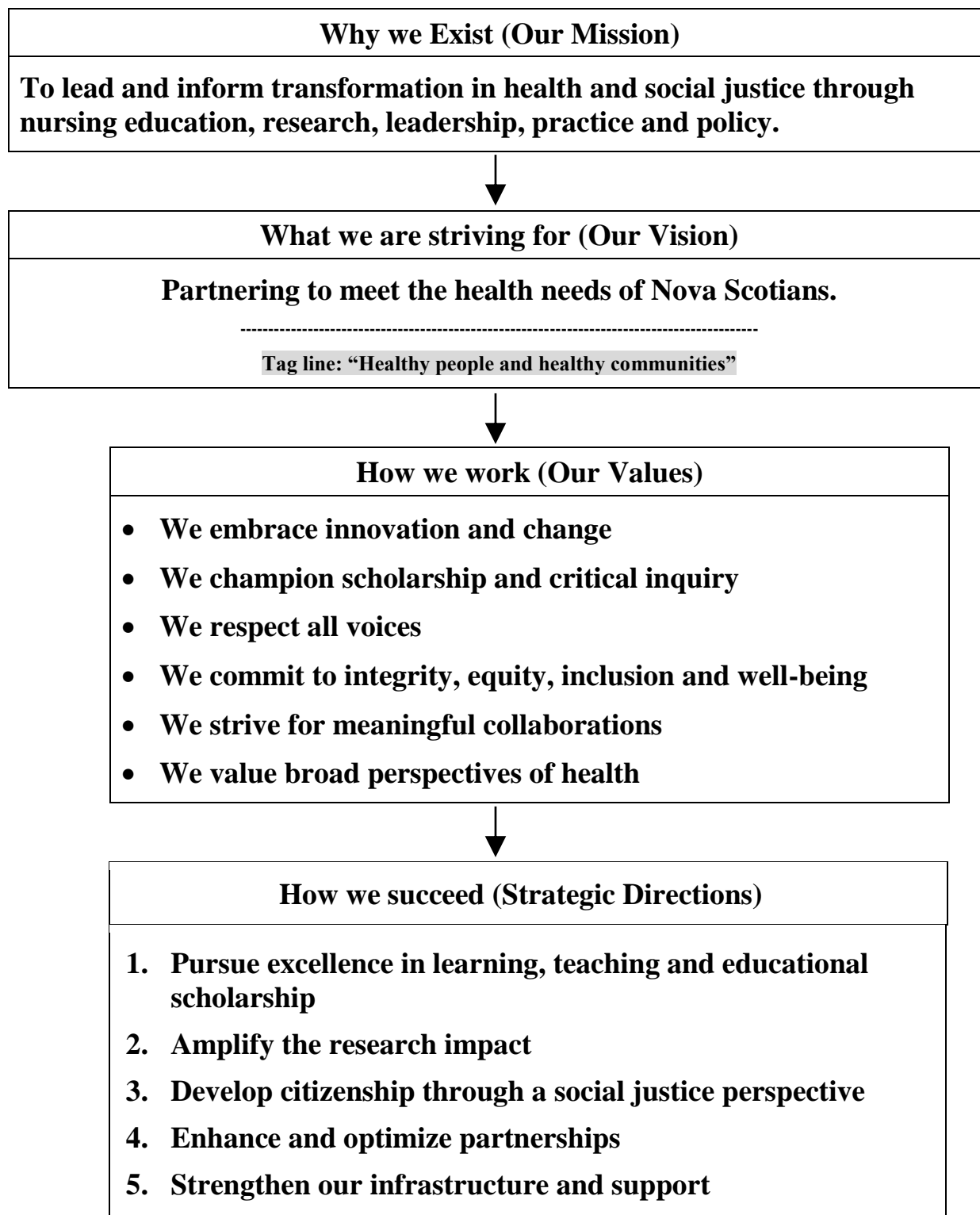
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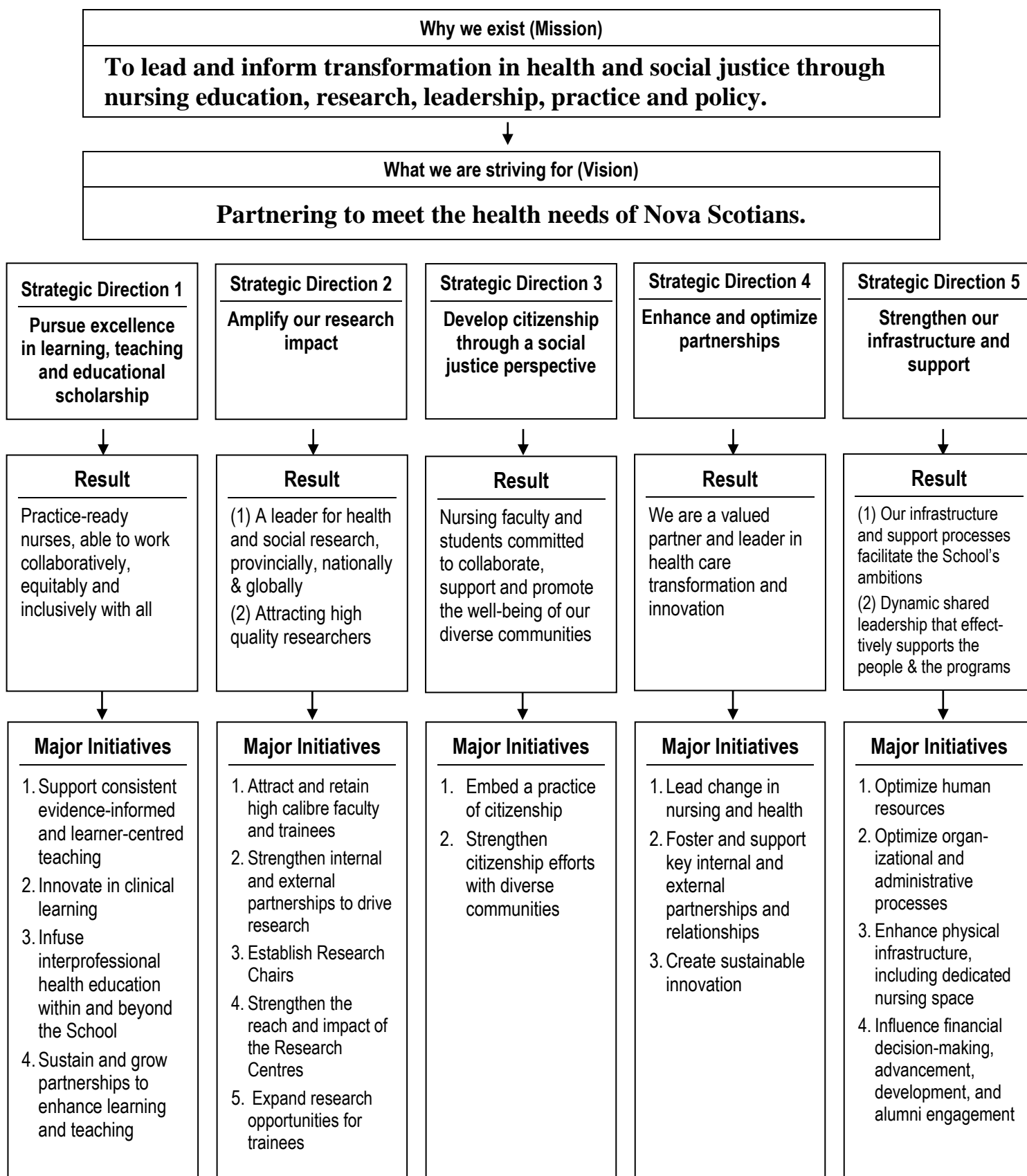
ENVIRONMENTAL SCAN
MISSION, VISION, VALUES, STRATEGIC DIRECTIONS
STRATEGIC PLAN OVERVIEW
STRATEGIC ACTION PLAN

Environmental Scan



Mission, Vision, Values and Strategic Directions





Dalhousie School of Nursing: Strategic Action Plan

Strategic Direction 1:		Pursue excellence in Learning, Teaching and Educational Scholarship
Result:		Practice-ready nurses able to work collaboratively, equitably and inclusively with all
No.	Initiative	Key Results
1	Support consistent evidence-informed and learner-centred teaching	<ul style="list-style-type: none"> • Faculty implement best pedagogical practices in support of learner-centredness • Measurement of teaching performance (self and peer) is undertaken • Innovative curricula & approaches are responsive to the needs of our communities • Learners and educators are resilient, reflexive, and accountable
2	Innovate in clinical learning	<ul style="list-style-type: none"> • Appropriate learning opportunities and placements exist where learners can practice evidence-based nursing • Support for preceptors and clinical instructors • Simulation-based education is growing/capacity is increased
3	Infuse interprofessional health education within and beyond the School	<ul style="list-style-type: none"> • Interprofessional collaboration is embedded through interprofessional health education via the curriculum • Co-facilitation has increased – in classrooms, practice and simulation-based education • Faculty demonstrate effective collaborative interprofessional health education • Progress is measured (evaluation/assessment) • Graduates possess interprofessional collaborative competencies
4	Sustain and grow partnerships to enhance learning and teaching	<ul style="list-style-type: none"> • Increased faculty engagement in collaborative relationships, within and outside the School • People want to partner with us • Strengthened collaborative relationships among the Arctic College, Yarmouth and Halifax sites • Enhanced relationship with Arctic College and Yarmouth • Work collaboratively with relevant partners to ensure Indigenous people, persons with a disability, racially visible persons, women, persons of minority sexual orientations and gender identities, and all candidates who would contribute to the diversity of our community are incorporated in learning

Dalhousie School of Nursing: Strategic Action Plan

Strategic Direction 2:	Amplify our Research Impact	
Result:	(1) A leader for health and social research provincially, nationally and globally (2) Attracting high quality researchers	
No.	Initiative	Key Results
1	Attract and retain high calibre faculty and trainees	<ul style="list-style-type: none"> • A critical mass of research intensive faculty • Increased research funding/activity • Increased interdisciplinary research • Strengthened retention and recruitment of tenure track faculty • Students and faculty are mentored • The professoriate and student body better reflect diverse and equitable communities • A strong research infrastructure
2	Strengthen internal and external partnerships to drive research	<ul style="list-style-type: none"> • Growing local, national and international partnerships • Changes in the health care system inform our research • Stronger relationships with knowledge users, decision- and policy-makers • Greater representation of patients/citizens in School research related committees • Greater involvement in cross-Faculty research initiatives and collaborations
3	Establish Research Chairs	<ul style="list-style-type: none"> • Two research chairs • A strong relationship with Advancement and Alumni engagement
4	Strengthen the reach and impact of the Centres	<ul style="list-style-type: none"> • Increase in membership in Centres from across the University and other health care organizations • The three Centres - Centre for Transformative Nursing and Health Research, the WHO/PAHO Collaborating Centre on Health Workforce Planning & Research, and, the JBI) - provide increased support for faculty and student research efforts • The Centres have greater visibility and profile • Dedicated quality space and infrastructure
5	Expand research opportunities for trainees	<ul style="list-style-type: none"> • Increased number of undergraduate students going directly into master's programs • Increased number of master's and PhD students accepted annually and graduating within required time frames • 5 post-docs in 5 years

Dalhousie School of Nursing: Strategic Action Plan

Strategic Direction 3:		Develop Citizenship through a Social Justice Perspective
Result:		Nursing faculty, staff and students are committed to collaborate, support and promote the well-being of our diverse communities
No.	Initiative	Key Results
1	Embed a practice of citizenship	<ul style="list-style-type: none"> • Common understanding and agreed upon guidelines on how to integrate citizenship • More citizenship collaboration inside the School and externally, including faculty, staff and students • Service learning is embedded in all programs, including curricula and research • The language of citizenship is incorporated in our formal and informal communication • Faculty, staff and students are role models and champions for citizenship • A culture of citizenship exists in the School
2	Strengthen citizenship efforts with diverse communities	<ul style="list-style-type: none"> • Formal structures exist for students, faculty and staff to engage in collaborative citizenship activities • Communities reach out and are engaged with us • Faculty, students and staff take initiative in partnering with diverse communities

Dalhousie School of Nursing: Strategic Action Plan

Strategic Direction 4:		Enhance and optimize partnerships
Result:		We are a valued partner and leader in health care transformation and innovation
No.	Initiative	Key Results
1	Lead change in nursing and health	<ul style="list-style-type: none"> • Our key communities, internal and external, know who we are, and understand what we do and what we offer • Increased collaboration with Adjunct appointees • Faculty expertise is increasingly leveraged by partners • Recognized as a leader in health care transformation
2	Foster and support key internal and external partnerships and relationships	<ul style="list-style-type: none"> • Clearly articulated collaborative partnerships that meet the needs of all parties • We are partners at policy and decision-making tables • We engage with our alumni • Harness opportunities to expand internal, industry and inter-sectoral partnerships
3	Create sustainable innovation	<ul style="list-style-type: none"> • Community groups, Health Authorities, regulatory bodies, professional associations, governments, industry, NGOs and other universities partner with us • Our University community partners with us for its health direction • Communities partner with us for meaningful knowledge exchange to inform and develop innovative approaches to health • Strength-based and evidence-informed approaches

Dalhousie School of Nursing: Strategic Action Plan

Strategic Direction 5:		Strengthen our infrastructure and support
Result:		<p>(1) Our infrastructure and support processes facilitate the School’s ambitions</p> <p>(2) Dynamic shared leadership that effectively supports the people and the programs</p>
No.	Initiative	Key Results
1	Optimize human resources	<ul style="list-style-type: none"> • An HR Plan for the School, including an “inclusion and equity” commitment • Optimal mix and distribution of faculty and staff • Retention and recruitment of high-calibre Faculty and staff • Ongoing mentorship • Leadership development and succession planning
2	Optimize organizational and administrative processes	<ul style="list-style-type: none"> • The School’s organizational structure is optimized • Administrative and financial processes are streamlined • Planning processes are effective, clear and transparent • The School’s evaluation framework is implemented and monitored • Increased results-oriented accountability • Effective IT support for on-line learning and simulation • A communication plan is developed and used • There is reliable seamless technology for distance collaboration
3	Enhance physical infrastructure, including dedicated nursing space	<ul style="list-style-type: none"> • Dedicated learning spaces and SIM/lab facilities • Collaborative research facilities • Leadership support to FOH infrastructure improvement efforts • Dedicated nursing facilities
4	Influence financial decision-making, advancement, development, and alumni engagement	<ul style="list-style-type: none"> • Revenue streams diversified and expanded • A more equitable financial allocation to support our growth • Resource allocation processes support the School’s Vision • Greater engagement of Alumni • Philanthropy has “doubled” • Sufficient funding to strengthen our relationship with Arctic College’s Nursing Program