

Lawrence S. Bloomberg Faculty of Nursing

Shaping the future of Nursing

Strategic Plan 2010 – 2015

July 2010

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Executive Summary

The Lawrence S. Bloomberg Faculty of Nursing ranks among the premier nursing programs in the world in both education and research. Since its beginning in 1920, the Faculty of Nursing has led the way in professional nursing education, with a range of graduate and collaborative programs; a two-year, second entry (or accelerated) Bachelor program; and, Canada's first Master of Nursing Acute Care Nurse Practitioner Program. With its world leading researchers and scholars in health services and systems research; clinical trials and care evaluation; and ethics, qualitative research and critical inquiry, the Faculty continues to shape the discipline of nursing, influence nursing practice and policy, and to train the next generation of teachers, researchers and leaders.

In the spring 2009, Dean Sioban Nelson launched a strategic planning process to create a detailed roadmap of strategies and goals to guide the Faculty over the next five years. The planning process resulted in a new vision and mission for the Faculty and an ambitious plan to build on the remarkable achievements in research, education and professional leadership. Recognizing its competitive advantage as one of the few faculties of nursing situated in an internationally significant research intensive university, the Faculty confirmed its integral mandate as "the nursing research engine in the country"¹. In addition, this planning process surfaced Bloomberg Nursing's enhanced social responsibility to professional practice, nursing work force planning and a broader mandate to public, community and global health. Increasingly, the Faculty is recognized for its commitment to work for society and to help address issues of nursing shortages and innovations around new models of care.

Despite the challenging economic times, the Faculty reinforced its commitment to a broad array of innovative education programs, ramping up its targeted recruitment of top calibre students and proposing new faculty development and mentoring strategies to support faculty and staff. Building further mechanisms to recognize the contributions of faculty and staff will be major priorities. The future will include greater integration of technology into education, and the exploration of new education programs, through the Faculty Centre for Advanced Studies in Professional Practice as well as at the graduate level. Local, national and international partnerships, as well as diversified funding strategies, will be important facilitators to implement these bold strategies. A further key focus will be increased donor support and the Faculty will develop its fundraising plan to articulate its funding priorities and the value of investments in Bloomberg Nursing.

The Bloomberg Nursing Strategic Plan outlines five principle strategic directions in the following framework. The first three strategic directions are critical to the tripartite mission of the Faculty and the remaining two strategic directions are enablers to the success of the primary strategies.

Vision

Shaping nursing education, research and practice.

Mission

The Lawrence S. Bloomberg Faculty of Nursing is committed to international leadership in research and education. Through the mentorship of outstanding and innovative faculty, our graduates excel in professional practice, lead in nursing research and scholarship and improve health locally and globally.

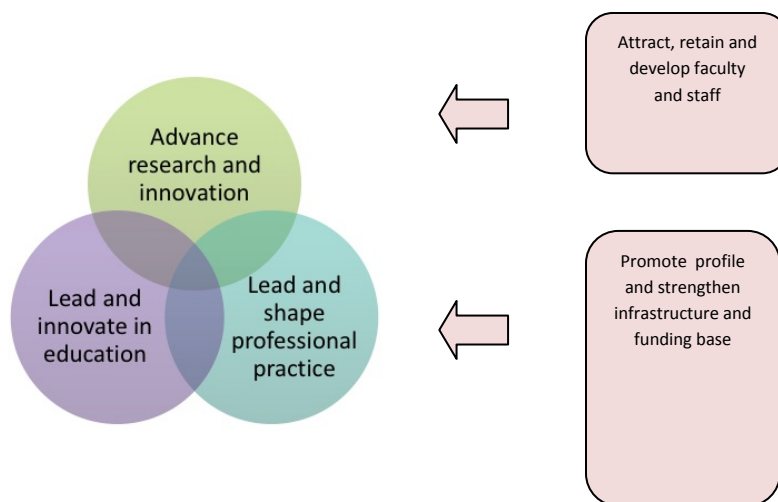
Values

The Bloomberg Faculty of Nursing is dedicated to excellence in all of our endeavours, and is guided by the following core values:

- Scholarship and critical inquiry
- Innovation and creativity
- Interdisciplinarity and collaboration
- Social justice

¹ Sioban Nelson, Bloomberg Nursing Strategic Planning Retreat, May 28, 2009

Five Strategic Directions:



Strategic directions and implementation approaches provide direction for each strategy.

Strategic Directions	Goals
<p>1. Advance research and innovation</p>	<p>1-1 Strengthen and build on expertise in:</p> <ul style="list-style-type: none"> a. Randomized controlled trials b. Health services research c. Symptom management d. Critical inquiry <p>1-2 Pursue infrastructure funding to support research</p> <p>1-3 Support the training of the next generation of nurse researchers</p>
<p>2. Lead and innovate in education</p>	<p>STUDENTS</p> <p>2-1 Tailor recruitment strategies to target the best second entry students</p> <p>2-2 Strengthen recruitment for graduate students, particularly at the doctoral level</p> <p>2-3 Create mentorship for students throughout the course of their programs</p> <p>PROGRAMS</p> <p>2-4 Understand the changing nursing market place and offer innovative programs to attract the best students</p> <p>2-5 Lead efforts on innovative pedagogy</p>
<p>3. Lead and shape professional practice</p>	<p>3-1 Inform and contribute to policy and professional directions at key provincial and national organizations (e.g., CNO, accreditation, others)</p> <p>3-2 Showcase Bloomberg Nursing’s leadership and contributions to professional practice.</p> <p>3-3 Strengthen relationships with practice partners (clinical, community, policy)</p>

	and across the health sciences 3-4 Promote and foster enthusiasm among students and graduates for innovative approaches to professional practice and scholarship
4. Attract, retain and develop faculty and staff	4-1 Strengthen and formalize mentoring approaches for faculty and staff 4-2 Plan for and target new faculty and staff recruitment 4-3 Raise the profile of teaching 4-4 Recognize, profile and reward outstanding faculty and staff
5. Promote profile and strengthen infrastructure and funding base	5-1 Enhance funding and fundraising strategies to support Faculty priorities 5-2 Develop and market distinctive products 5-3 Renew technology infrastructure, exploring opportunities for shared resources with other divisions and departments 5-4 Strengthen communications internally and externally

The implementation and advancement of the strategic plan will be guided by the Dean and Dean’s Executive. A number of Faculty Committees, currently in place, will have responsibilities for specific areas relative to their respective mandates.

Several implementation priority actions have been outlined for immediate attention in the first year. Successful achievement of the priority actions will lay the foundation on which to advance additional goals and actions in future years.

Year 1 Implementation Priorities

1. Sustain health services research excellence and establish Chair in Nursing Workforce Research.
2. Renew undergraduate and nurse practitioner curriculum and consider expanded blended model courses and cohorting of MN students
3. Explore feasibility and demand for new programs
4. Expand PhD student recruitment strategies
5. Establish Doctoral Education Task Force to review program, enhance recruitment, progress and timely completion by students
6. Build the profile of professional practice contributions through communication vehicles such as *Pulse* and website
7. Enhance mentorship and career planning support for students
8. Continue to develop mentoring teams for new full-time faculty (e.g. teaching and research)
9. Clarify definition, criteria and scope of creative professional practice for tenure and promotion standards
10. Evaluate the implementation of the virtual curriculum (e.g. rich media, web lecture delivery and blended on and off campus modes of delivery)
11. Enhance fundraising strategies to support Faculty priorities, within the University’s planned campaign

The Lawrence S. Bloomberg Faculty of Nursing has seen considerable change in recent years under the leadership of Dean Nelson and with the Transformation Agenda facilitated by the generous support of Lawrence S. Bloomberg. The Faculty is now in a period of consolidating many of the developments that have evolved with increased graduate enrolment, new faculty recruits, innovations in education, the International Office, and the Centre for Advanced Studies in Professional Practice (CASPP). The substantial gains over the past few years have positioned Bloomberg Nursing for reaching new heights in research and innovation, education and professional practice and for *'shaping the future of nursing'*.

Introduction

The Lawrence S. Bloomberg Faculty of Nursing (Bloomberg Nursing) at the University of Toronto ranks among the premier nursing programs in the world in both education and research. It is comprised of Canada's leading nurse researchers and educators whose work has long been making major contributions to knowledge, health policy and future practice.

Bloomberg Nursing has a long history at the University of Toronto, Canada's leading research intensive university. Since its beginning in 1920, the Faculty of Nursing has led the way in professional nursing education, launching the masters program in 1979; the PhD program in 1993; the ground-breaking two-year, second entry (or accelerated) Bachelor program in 1997; Canada's first Master of Nursing Acute Care Nurse Practitioner Program in 2000; and, Canada's first NP Anaesthesia Care program in 2010.

Over the 1980s and 1990s the Faculty rapidly built its outstanding reputation as a research powerhouse. With its world leading researchers and scholars in health services and systems research; clinical trials and care evaluation; and ethics, qualitative research and critical inquiry, the Faculty continues to shape the discipline, nursing practice and policy, and to train the next generation of teachers, researchers and leaders through its dynamic and highly successful PhD program. Bloomberg researchers contribute provincially, nationally and internationally and are sought out for their expertise in many areas including decision-making related to health human resources which are increasingly matters of global concern.

Bloomberg Nursing continues to build on a brilliant trajectory, very much aligned with the University of Toronto's mission as a leading research- intensive university.

Professor Cheryl Misak, Vice President and Provost, University of Toronto

In 2007, the Faculty received a historic donation from financier and philanthropist Lawrence Bloomberg, becoming the first named faculty of nursing in the country in honour of this visionary gift.

In 2005, Dean Sioban Nelson began her tenure as Dean and has led Bloomberg Nursing through several significant advancements – considerable faculty recruitment, new program developments, and the creation of the Transformation Agenda with the Lawrence Bloomberg gift. Reflecting on the ongoing changes in the health care and education environments and the growth of the Faculty in recent years, Dean Nelson and the leadership team recognized the need to step back, review the Faculty's accomplishments and set out a strategic plan for the next five years. It was broadly agreed that a thoughtful and robust roadmap would be important to guide the efforts of all faculty in moving forward.

The strategic planning process has built on the environmental scan completed in 2006, incorporated a faculty survey on the strengths, challenges and opportunities facing the Faculty and culminated in a day and a half planning retreat attended by nearly all faculty². The following strategic plan reflects the

² See Appendix I for Strategic Planning Retreat attendees

deliberations of the retreat, consultation with stakeholders, and input from the external review of the Faculty in the fall and winter of 2009/10. It charts an ambitious course for the next five years.

Setting the Context – The Changing Landscape

Bloomberg Nursing acknowledges the dynamic environment of both health care and academia, where change continues to provide both challenge and opportunity. The following trends and developments are important touchstones to the Faculty's plans and directions for the next few years.

- ❖ Growth in graduate programs across Ontario and Canada has placed additional challenges on schools and faculties of nursing to meet enrolment targets within strained faculty resources.
- ❖ More schools and faculties are moving to two-year, second entry undergraduate programs, and expanding their graduate programs resulting in more competition for qualified students.
- ❖ New practice roles, such as physician assistants, will require nursing to clarify the scope of practice and role expectation for all nurses in the health care setting and to build expertise in team based care. Evolving new models of nursing care will also have implications for nursing education.
- ❖ The health care sector continues to experience shortages of both nurses and nurse practitioners, placing sustained pressure on schools and faculties of nursing to meet future workforce needs. Schools and faculties of nursing will have to leverage the infrastructure in academic hospitals to increase or expand nursing education.
- ❖ The ever-changing health care environment and growing complexity requires nursing schools and faculties to prepare graduates to deal with uncertainty, ambiguity and complex patient populations.
- ❖ The University of Toronto's leadership in the area of interprofessional education provides opportunities for Bloomberg Nursing to contribute in areas such as Pain Education.
- ❖ The Ontario Ministry of Health and Long-Term Care has committed to two key priorities: Access: to primary health care and emergency and surgical care, and sustainability: new models of care, cost containment and HHR planning. Future health human resource strategies will be very much aligned with these priorities.
- ❖ Increasing demand by students for programs that prepare them to work with diverse populations and contexts, locally and globally.

Bloomberg Nursing is very well positioned to lead the way forward in this ever complex environment. Opportunities exist to redesign how nursing work is done – tapping into the research and evidence, leading some pilots and modeling a high-functioning role in health care.

Margaret Keatings, VP, Hospital for Sick Children

- ❖ The current economic recession has had and may continue to have a significant impact on universities with losses of endowment revenues. The research funding environment is becoming tighter and tougher with no additional funding dollars available to spread across a significantly expanded research capacity.

Building on Achievements

Bloomberg Nursing is proud of many accomplishments over the past several years, accomplishments which collectively provide a very strong foundation for launching new initiatives in future years:

- ❖ The Hospital and University Nursing Education Committee (HUNEC) was established to engage with the Toronto Academic Health Science Network (TAHSN) hospitals on quality initiatives in student education, student placements, recruitment of masters students, and engagement of clinical faculty and preceptors in the academic mission.
- ❖ In undergraduate education, the ABC program (Agency Based Curriculum) was instituted and is expanding each year with great success; simulation use has been incorporated more extensively in the curriculum; and programs offering experiences in remote and international settings are increasingly important.
- ❖ Enrolment in the Nurse Practitioner Program has doubled in the past four years; curriculum renewal is underway; and a post-graduate Diploma Program in Anaesthesia Care has been launched.
- ❖ The combined MN/MHSc program has graduated its first cadre of emerging nurse leaders.
- ❖ Three PhD Fields have been articulated: Effective Care and Health Outcomes, Nursing Health Systems, and Critical Approaches to Health and Health Care.
- ❖ The Faculty has achieved nine research chairs – a remarkable number for a Faculty of this size.
- ❖ A program of acknowledgement and recognition for achievement and innovation in education has been established.
- ❖ The Faculty established the **Centre for Advanced Studies in Professional Practice (CASPP)** in 2008 to provide education to health professionals, focusing on advanced knowledge, skills and

Lawrence Bloomberg's generous gift to the Faculty of Nursing has established the Faculty's *Transformation Agenda* – a *five part strategy*:

- ✓ **50 student scholarships**
- ✓ **20 visiting professorships and international post-doctoral fellowships over a 10-year period**
- ✓ **Four professorships, of five years, for research in clinical areas**
- ✓ **Creation of the Centre for Nursing Education Research (CNER)**
- ✓ **Creation of the Centre for Advanced Studies in Professional Practice (CASPP)**

competencies to manage the complexities of patient care in today's dynamic health care environment.

- ❖ The Faculty Alumni newsletter has been revitalized and published as **Pulse**.
- ❖ The International Office, in its fourth year of operation, has facilitated increased global health placements for our students, coordinated greater number of visiting scholars, post doctoral fellows and international PhD students, and working with international colleagues has established key partnerships in Spain, India, Ethiopia, and Brazil.

Vision, Mission and Values

The Strategic Planning process provided the opportunity to revisit the Faculty vision, mission and values. The Planning Retreat participants were fully engaged in creating a preferred future for Bloomberg Nursing that attracts the top faculty and students, achieves international excellence in research, education and practice and contributes significantly to advancing the future of nursing.

Bloomberg Nursing reinforced its deep commitments to social responsibility, to produce research with a positive impact and to educate the next generation of outstanding nursing leaders.

Vision

Shaping nursing education, research and practice.

Mission

The Lawrence S. Bloomberg Faculty of Nursing is committed to international leadership in research and education. Through innovative curriculum and mentoring by outstanding faculty, our graduates excel in professional practice, lead in nursing research and scholarship and improve health locally and globally.

Values

The Bloomberg Faculty is dedicated to excellence in all of our endeavours, and is guided by the following core values:

- Scholarship and critical inquiry
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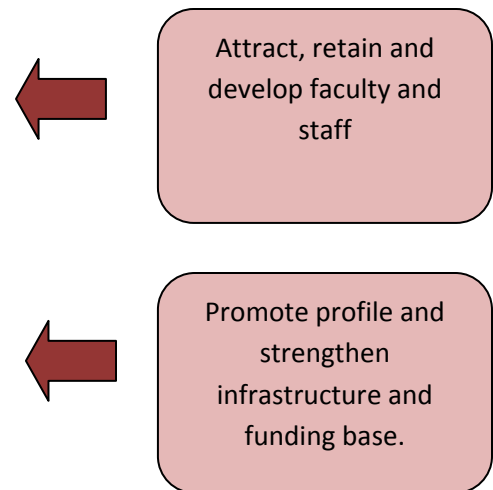
Achieving our Vision – Strategic Directions and Goals

The Strategic Planning process confirmed five strategic directions – three key strategies aligned with the tripartite mission of the Faculty, and two enabling strategies focusing on building the platform to achieve success in the mission strategies.

Mission Critical Goals



Enabling Strategies



Goals and implementation actions were developed for each strategic direction and are outlined in the sections which follow.

Strategic Direction #1: Advance research and innovation

Bloomberg Nursing has an international reputation for nursing research, particularly in areas of clinical trials, nursing health services and critical approaches. Many of the faculty have been recognized through distinction awards and prizes. Bloomberg Nursing currently has nine research chairs, an outstanding number for a faculty of its size. The current CHSRF chair in Health Services Research is coming to an end this year. Given the prominence of Bloomberg researchers in this area, establishing a Chair in Nursing Workforce Research is a major priority for the Faculty.

The research environment has been changing, specifically the capacity for research in the country has grown while the overall Tri-Council funding has not increased in parallel. In addition, the provincial granting environment continues to evolve. The immediate future will likely pose some tougher times for research.

“At the University of Toronto, nurse scientists, in partnership with health-care organizations, modeled the way for making the transition from solo researchers with minimal impact on society, to programs of research that produce real solutions to practice, system management and policy issues.” By doing so, Bloomberg Nursing has strengthened the health of Canadians and buttressed our health-care system. The importance of this school to Canadian policy and practice cannot be overemphasized.”

Dr. Judith Shamian, CEO VON Canada

Goals	Implementation Actions
<p>1. Strengthen and build on expertise in:</p> <ul style="list-style-type: none"> a. Randomized controlled trials b. Health services research c. Symptom management d. Critical inquiry 	<ul style="list-style-type: none"> • Support new research faculty through mentoring, specifically a mentoring team (see Strategy direction #4 re faculty) • Ensure the sustainability of the Faculty’s strength in health services and leadership in health human resources research with establishment of a Chair in Nursing Workforce Research • Leverage expertise and resources through partnerships with other university divisions departments and collaborative programs (e.g., biostatistics expertise , economics expertise) • Explore industry matches/ partnerships (e.g., health technology)
<p>2. Pursue infrastructure</p>	<ul style="list-style-type: none"> • Support individual faculty to prepare grant proposals where

<p>funding to support research</p>	<p>appropriate (e.g., CFI, Centres of Excellence)</p> <ul style="list-style-type: none"> • Build and align advancement opportunities to support the research mission of the Bloomberg Faculty
<p>3. Support the training of the next generation of nurse researchers</p>	<ul style="list-style-type: none"> • Establish internal awards to attract doctoral and post-doctoral students • Pursue external funding as a source of sustained funding for doctoral and post doctoral students. • Formalize research training and mentoring for aspiring nurse researchers

Fortunately, Bloomberg Nursing has a solid foundation of research capacity to support it through the more challenging period ahead. Looking to the future, the Faculty will need to support new research faculty as they build their research programs, as well as capitalize on research expertise and resources through partnerships and networks with other University divisions and departments. It will need to explore new research opportunities where U of T can be leaders. Bloomberg Nursing research will further benefit over the next five years from the four 5-year professorships and the 20 visiting professorships and fellowships created through the Transformation Agenda.

“We need to build Bloomberg Nursing as the place to come if you want to be a world-class researcher”, noted Dr. Sean Clarke, RBC Chair in Cardiovascular Nursing Research.

The following goals and actions are proposed to advance research and innovation:

Strategic Direction #2: Lead and innovate in education

Bloomberg Nursing has long been a leader and innovator in nursing education, introducing graduate programs; the masters level nurse practitioner program and the second-entry, two-year undergraduate program. The graduate diplomas in Anaesthesia Care for Nurse Practitioners are the Faculty’s newest innovations.

Bloomberg Nursing is the only school in Ontario to offer both the Nurse Practitioner Adult and Nurse Practitioner Child programs; and is the only school in Canada to offer these programs to learners at a distance through a unique blended delivery that combines an on-line component with on-side education. Its PhD program is among the largest and most highly regarded in Canada.

Bloomberg Nursing continually brings innovation to its curriculum across all programs. It is moving forward with

U of T’s Bloomberg Nursing is truly at the forefront of nursing education – offering a broad scope of graduate programs and a professional masters program. As students, we have many options to consider in pursuing advanced education and we benefit from a very broad mix of clinical partners who are keen to provide exciting training opportunities.

Student , Bloomberg Nursing

developments in simulation and experimenting with various forms of technology to enhance clinical learning at a distance. Work continues on the Virtual Curriculum to explore and adapt enhanced technologies into the delivery of education through modalities such as virtual meeting spaces, lecture capture, enhanced use of Blackboard and video streaming. Revision of the Nurse Practitioner curriculum is proceeding with broad engagement of faculty, students, clinical partners and the College of Nurses of Ontario.

Through the Faculty’s International Office we are building strategies to develop a global health focus across all our programs.

The Centre for Advanced Studies in Professional Practice (CASPP), established through the Lawrence S. Bloomberg endowment, provides professional education for health professionals to acquire advanced knowledge, skills and competencies to better manage the complexities of patient care in a dynamic health care environment. This Centre offers programs locally, nationally and internationally.

In looking to the future, the goals and actions below focus on attracting and supporting outstanding students and advancing innovative and leading educational programs.

Goals	Implementation Actions
<p>Students</p> <p>1. Tailor recruitment strategies to target the best second entry students</p>	<ul style="list-style-type: none"> • Strengthen focused recruitment to specific populations, e.g., health studies (e.g., UTSC, UTM), humanities and social sciences, international, aboriginal students • Examine recruitment strategies of other schools seeking top students • Engage students and alumni on recruitment committee • Enhance information for students on programs, moving across programs, differentiating and specialized aspects of programs • Diversify and strengthen information tools , including website, DVD, toolkits, student friendly information packages, webinars for prospective students
<p>2. Strengthen recruitment for graduate students, particularly at the doctoral level</p>	<ul style="list-style-type: none"> • Target 1) specific undergraduate courses for marketing graduate programs; 2) best schools in Ontario and Canada • Ensure internal consistent messaging about graduate programs and requirements (e.g., requirements for clinical practice for Nurse Practitioner program) • Profile students in the doctoral program; communicate the above average PhD student satisfaction results • Expand supervisor pool for doctoral students, engaging affiliated faculty where possible

	<ul style="list-style-type: none"> • Link students to research programs • Work with HUNEC to explore recruitment strategies and market graduate programs
<p>3. Create mentorship for students throughout the course of their programs</p>	<ul style="list-style-type: none"> • Explore cohorts in masters program to enhance student experience and engender alumni attachments • Facilitate greater mentoring for students, linking with graduates and affiliated faculty • Support doctoral level students to shorten time to completion • Establish a Task Force on Doctoral Education, reporting with recommendations on student progress and quality indicators by fall 2010
<p>PROGRAMS</p> <p>4. Understand the changing nursing market place and offer innovative programs to attract the best students</p>	<ul style="list-style-type: none"> • Conduct regular environmental scans of programs at benchmark nursing schools and ensure Bloomberg Nursing programs are distinctive and competitive • Specify the primary foci and differentiating features of Bloomberg Nursing programs
<p>5. Lead efforts on innovative pedagogy</p>	<ul style="list-style-type: none"> • Convert more courses to blended model (campus plus on-line), offering more choice and reducing travel for students • Streamline and rationalize curriculum to optimize both student experience and faculty contributions • Build on simulation expertise and capacity; enhance informatics in targeted courses • Cohort MN students in Administrative and Clinical streams • Explore mechanisms to strengthen the specialty foci across the programs (i.e. community, gerontology, oncology and global health) • Continue to foster and lead IPE collaborations and activities • Renew undergraduate curriculum • Continue renewal of Nurse Practitioner program • Continue to strengthen and integrate research across all programs, expanding opportunities for students to engage in research • Establish Evaluation Working Group • Develop on-line education evaluation tools

Strategic Direction #3: Lead and shape professional practice

Bloomberg Nursing has a long track record of professional leadership at national and international levels. Contributions to the profession flow through innovative education programs, nationally significant programs (i.e., PhD and MN-NP), research chairs and outstanding programs of research, strong representation on scientific committees, and critical linkages with leading organizations in service delivery, research, policy and education. The Faculty has a large alumni base across the country, with many alumni in key academic and leadership positions that have influence in shaping the future of nursing.

“It is vitally important for Bloomberg Nursing to continue to build and strengthen its engagement with and contributions to professional practice. We need to foster close linkages with clinical and community partners, ensure that we are well represented among decision makers at provincial and national levels, and participate in professional organizations that address policy, research and education in nursing.” **Dean Sioban Nelson**

In the last few years, the Faculty has enhanced its close relationships with the Toronto Academic Health Sciences Network (TAHSN) hospitals through the establishment of the Hospital University Nursing Education Committee (HUNEC), has worked collaboratively with the MOHLTC on health human resources planning and has led or participated in key national nursing committees and task forces. Given the uncertain economic conditions and the increasing pressures on the nursing work force, Bloomberg Nursing’s leadership and profile in shaping the future of professional practice must be a central strategy for the future. As Vanessa Burkoski, Provincial Chief Nursing Officer noted, “University of Toronto is a key stakeholder in informing policy development and practice so that Ontario can be the employer of choice for nurses”³.

The following goals and actions are proposed to intensify engagement with and impact on professional practice.

Goals	Actions
<p>1. Inform and contribute to policy and professional directions at key provincial and national organizations (e.g., CNO, CNA, accreditation, CAHS, WHO, CIHR, and others)</p>	<ul style="list-style-type: none"> • Complete an inventory of current representation on provincial, national and international organizations • Target and facilitate greater representation at national and provincial tables
<p>2. Showcase Bloomberg Nursing’s leadership and contributions to</p>	<ul style="list-style-type: none"> • Build the profile of professional practice contributions through communications vehicles such as <i>Pulse</i>, Faculty newsletter and website

³ Presentation, Bloomberg Nursing Strategic Planning Retreat, May 28, 2009

<p>professional practice.</p>	<ul style="list-style-type: none"> • (See strategy #4 related strategies for profiling and rewarding creative professional activities)
<p>3. Strengthen relationships with practice partners (clinical, community, policy) and across the health sciences</p>	<ul style="list-style-type: none"> • Build on activities through the Hospital University Nursing Education Committee (HUNEC) • Enhance affiliate appointments process / structures • Link with Advancement Office to identify and engage alumni • Facilitate stronger linkages with practice settings through Clinical Placement Office (i.e., consistent point people, UG letters, expanding NP/MN links) • Enhance recognition of affiliate contributions through awards, CE, shared activities • Engage affiliated faculty in broader Faculty collegium (e.g., events, communications, recognition) • Establish a stakeholder reference group for CASPP and engage professional communities and partners through CASPP and professional development programs;
<p>4. Promote and foster enthusiasm among students and graduates for innovative approaches to professional practice</p>	<ul style="list-style-type: none"> • Enhance mentorship of students for practice and career planning, working with student association and engaging clinical appointees and alumni as mentors • Introduce regular events that feature careers in nursing (e.g., lunch and learn, career panels), engaging student input on needs and format; embed career planning in select courses • Support strong clinical placements that promote a high standard of professional practice • Recognize and profile professional practice 'role models' among graduates and students

Strategic Direction #4: Attract, retain and develop our faculty and staff

Bloomberg Nursing’s greatest resource is its people – the faculty and staff. While the Faculty is relatively small it benefits from significant contributions to its academic programs by a large cadre of clinical affiliates and status-only faculty. With new recruits in the past few years, the Faculty is now operating with close to a full complement.

New education programs, growing enrolments, enhanced requirements for student supervision and increasing engagement with practice communities have all placed additional demands on faculty and staff. Increasing numbers of part-time teachers have put more pressure on full-time faculty. In addition, there is a growing need to keep pace with the rapidly changing practice environment, technological change and knowledge transfer, which make faculty development and mentoring strategies critical for all faculty at varying stages of their careers. While the Faculty has introduced some new awards for innovation in education, a closer look at rewards and recognition is a key retention strategy for the future. Supports and recognition for staff are equally important and span mentoring, development opportunities and recognition.

The following goals and actions are proposed:

Goals	Implementation Actions
<p>1. Strengthen and formalize mentoring approaches for faculty and staff</p>	<ul style="list-style-type: none"> • Consider varied approaches to mentoring for new faculty • Establish stronger links between faculty who teach in undergraduate and graduate programs • Continue to support administrative staff in professional development
<p>2. Plan for and target new faculty and staff recruitment</p>	<ul style="list-style-type: none"> • Prioritize future faculty recruitment needs; e.g., doctorally prepared nurse practitioners, health services researchers • Undertake succession planning and develop strategies for faculty and staff to progress to leadership positions • Increase the community of teachers; build capacity among affiliated hospitals and community partners

<p>3. Raise the profile of teaching</p>	<ul style="list-style-type: none"> • Increase faculty development in areas of new technology, informatics and leading- edge pedagogy • Provide targeted programs, e.g., clinical supervision • Support clinical affiliated faculty through targeted programs • Introduce peer evaluation of teaching and range of teaching assessment approaches • Profile teaching in communications vehicles, e.g., website, newsletter, <i>Pulse</i>
<p>4. Recognize, profile and reward outstanding faculty and staff</p>	<ul style="list-style-type: none"> • Leverage newsletter, <i>Pulse</i>, and website to showcase teachers, researchers, professional leadership and staff • Support faculty in pursuing relevant awards; e.g., President’s Teaching Award • Implement a strategy through the Faculty executive and committee structure to support the promotion of faculty for awards (research, teaching, professional) • Review process to support and recognize quality of teaching more systematically • Clarify definition, criteria and scope of creative professional practice for tenure and promotion standards; explore U of T and external resources/ frameworks for defining creative professional practice • Introduce approaches for recognizing affiliated faculty; e.g., special events, profile in newsletters, continuing education

Strategy #5: Promote profile and strengthen infrastructure and funding base

The 2007 historic donation of Lawrence S. Bloomberg will continue to provide tremendous benefit to the Faculty’s education and research missions through the on-going implementation of the Transformation Agenda. However, the 2009 economic downturn, affected all universities and additional efforts will be required to continue to build the funding base of the Faculty.

Bloomberg Nursing is gearing up for a major fundraising campaign. It needs to articulate several important messages as to the clear returns and benefits of investments in the Faculty. Three strong themes are emerging to support this case. Specifically, Bloomberg Nursing:

1. works for society, addressing issues of nursing shortages and the pressing need for innovative models of care

2. prepares the next generation of nurse leaders
3. leads internationally in research and education

The Faculty will need to prioritize its funding requirements. However, as noted earlier, immediate priorities are for research infrastructure to support health services research and the establishment of a Chair in Nursing Workforce Research. Further, priorities identified in this plan include funding support to attract top doctoral students and awards which will recognize faculty for outstanding teaching.

Bloomberg Nursing is very much invested in leveraging emerging technologies for education and will continue to develop virtual technologies for use in the classroom, increasing the use of rich media, web capture/lecture delivery, and multiple collaborative technologies, including web conferencing, and virtual classroom configurations delivering content and student/faculty interactions.

Continuing to strengthen communications, both internally and externally is an ongoing priority for the Faculty.

The following goals and actions are proposed to enhance the profile, build the funding base and strengthen the Bloomberg Nursing infrastructure.

Goals	Implementation Actions
1. Enhance funding and fundraising strategies to meet the Faculty's priorities	<ul style="list-style-type: none"> • Target advancement priorities for specific infrastructure and endowed Chairs and professorships, particularly in health services research • Outline key priorities for infrastructure support • Increase alumni engagement • Cultivate the special 'friends' of Nursing as champions of the Faculty to help achieve fundraising goals • Partner with affiliated organizations to leverage resources; e.g., explore opportunities for new Chairs
2. Develop and market distinctive products	<ul style="list-style-type: none"> • Identify distinctive educational packages that may be suitable for marketing • Work through the Centre for Advanced Studies in Professional Practice (CASPP) to identify and develop products • Develop a marketing strategy for CASPP
3. Renew technology infrastructure, exploring opportunities with other	<ul style="list-style-type: none"> • Align available student computer facilities with evolving student need, e.g., docking stations and wireless capability • Assess opportunities to leverage and share pedagogical technologies with other University departments and divisions

<p>divisions and departments</p>	<ul style="list-style-type: none"> • Continue to build and develop virtual technologies for use in the classroom, increasing the use of rich media, web capture/lecture delivery, and multiple collaborative technologies, including web conferencing, and virtual classroom configurations delivering content and student/faculty interactions in both asynchronous and synchronous modalities.
<p>4. Strengthen communication internally and externally</p>	<ul style="list-style-type: none"> • Profile faculty, staff, and alumni achievements and opportunities in the Pulse, the Faculty newsletter, and on the website • Expand information for students on the website • Position the Faculty with communications and key messages within the larger University fundraising plan

Moving Forward – Implementation Priorities

The strategic directions and goals outlined in this strategic plan provide a roadmap for Bloomberg Nursing for the next five years. Successful implementation of this plan is dependent on several conditions:

- Committed and engaged leadership
- Accountability and transparency; with assigned responsibility to individuals or committees; and clear timelines and performance targets
- Supporting resources (staffing, expertise, technology, funding)
- Tracking and reporting of progress towards goals
- Communications with both internal and external stakeholders

The implementation of this plan will be the responsibility of all members of the Faculty under the leadership of the Dean, and decanal and Faculty Council committees will be engaged in this process.

Monitoring Progress – Indicators and Performance Measures

This Strategic Plan is designed as a “living document”, providing a direction for the Faculty over the next several years. It will be important to incorporate mechanisms for monitoring and measuring progress and achievement of targeted strategies and goals. An accountability framework is one tool that can assist in tracking progress, providing timelines, performance measures and person/committee responsible for delivering on each goal. Appendix 1 provides a starting point for tracking Year 1 Implementation priorities.

One of the first steps will be to clarify and outline the specific measures that will be useful in tracking Faculty progress. The retreat discussions outlined a number of indicators that illustrate success in the areas of research and innovation, education and professional leadership.

Examples include:

Research and innovation

- High quality competitive grants
- Student and faculty awards and prizes
- Research chairs, professorships and personnel awards
- Peer recognition – Advisory Committees, Panels , Keynotes (national and international)
- Dissemination of research, uptake in scientific and popular media, with demonstrable impact on the field and health care
- Journal publications – number and impact factor, number of citations
- Breadth and diversity of research and innovation

Education

- Programs of research that engage senior, mid and junior faculty and are firmly embedded in the graduate programs offered
- 'Top notch', high calibre students
- Excellent graduate feedback and collaborations with practice leaders
- Innovative pedagogy, professional practice and clinical teaching
- Educational programs that are responsive to change in the health system
- Excellent practitioners
- High student satisfaction, high academic success
- Unique educational model; excellence
- 'The place to learn '
- Highly productive scholarly faculty with strong content expertise
- Highly passionate teachers and teaching
- Evaluate the implementation of the virtual curriculum
- Quality of teaching evaluations
- Review program evaluation methodologies

Professional Leadership

- Significant faculty involvement in professional practice and policy development initiatives
- Fluid relationship of faculty and practice – close working relationships with practice partners and policy leaders
- Highly engaged clinical appointees
- Academic nursing happens in practice e.g., Chairs are a start
- Faculty is a 'go – to' resource for expert consultation
- Roles/ positions on national and provincial organizations, e.g. accreditation
- Influence on national standards for nurse practitioner programs
- Greater profiling of LSBFN graduates' contributions to practice

Year 1 Implementation Priorities

The Strategic Plan outlines a number of implementation actions and clearly not everything can be tackled at once. Several priority actions stand out for immediate attention in the first year of the plan. Achieving the following implementation priorities will set the foundation for moving forward on the remaining actions.

Strategic Directions	Implementation Priorities
Advance research and innovation	<ul style="list-style-type: none"> • Sustain health services research and excellence and establish Chair in Nursing Workforce Research
Lead and innovate in education	<ul style="list-style-type: none"> • Renew undergraduate and nurse practitioner program and consider blended model courses and cohorting of MN students • Explore feasibility and demand for new programs • Expand PhD recruitment strategies • Establish Doctoral Task force to review program, enhance recruitment, progress, and timely completion by students
Intensify our engagement with and impact on professional practice	<ul style="list-style-type: none"> • Build the profile of professional practice contributions through communications vehicles such as <i>Pulse</i> and website • Enhance mentorship and career planning support for students
Attract, retain and develop faculty and staff	<ul style="list-style-type: none"> • Continue to develop mentoring teams for new full-time faculty (e.g., research and teaching) • Clarify definition, criteria and scope of creative professional practice for tenure and promotion standards
Promote profile and strengthen infrastructure and funding base	<ul style="list-style-type: none"> • Evaluate the implementation of the virtual curriculum (e.g. rich media, web lecture delivery and blended on and off campus modes of delivery room.) • Enhance fundraising strategies to support Faculty priorities

Concluding Remarks

The Lawrence S. Bloomberg Faculty of Nursing is on a solid trajectory as Canada's leading school of nursing. Bloomberg Nursing has seen considerable change in recent years under the leadership of Dean Nelson and with the Transformation Agenda created through the generous investment by Lawrence Bloomberg. The Faculty is now in period of consolidating many of the developments that have evolved from increased enrolment, new faculty recruits, innovations in education, emerging focus on education research and the new Centre for Advanced Studies in Professional Practice. The substantial gains over the past few years have positioned Bloomberg Nursing for reaching new heights in research and innovation, education and professional leadership.

This Strategic Plan sets a very ambitious course for the next five years. The directions and actions set out in the plan will guide the Faculty in '*shaping the future of nursing*' into 2015.