

**WESTERN REGIONAL SCHOOL OF NURSING
BN (Collaborative) Program**

**Strategic Plan
2007 – 2010**



**WESTERN REGIONAL SCHOOL OF NURSING
STRATEGIC PLAN**

<i>Vision</i>	Western Regional School of Nursing is a center of excellence in nursing education.
<i>Mission</i>	To graduate outstanding nurses committed to the advancement of nursing knowledge through excellence and innovation and to the enhancement of the quality of life of the people they serve.
<i>Values</i>	<p>Western Regional School of Nursing values:</p> <ul style="list-style-type: none"> • A student focused learning environment • The diversity of people and their perspectives • An environment that fosters leadership • An intellectually stimulating and supportive environment • Collaborative partnerships and teamwork • A culture of scholarship • Self directed life-long learning • Quality programs • Shared decision making

WESTERN REGIONAL SCHOOL OF NURSING STRATEGIC PLAN

STRATEGIC GOALS AND OBJECTIVES

1. Enhance the School of Nursing's internal and external environment to ensure program effectiveness.

It is important to enhance the internal and external environment of the School to ensure a commitment to excellence. The internal environment consists of forces controlled by the organization, including resources and processes to fulfill the mandate of the School. The primary human resources are the students, faculty, and staff. The external environment consists of forces and trends outside of the organization's control. These include the ever-changing social, economical, and political environments, as well as technological, educational, and geographical factors. Forces and trends impacting the external environment can originate at the local, regional, provincial, national, and international level.

- 1.1 Ensure the School of Nursing is responsive to the needs of the people it serves.
- 1.2 Promote innovative methods to enhance teaching and learning.
- 1.3 Recruit and retain a cohort of qualified students.
- 1.4 Monitor program performance.
- 1.5 Ensure effective communication.
- 1.6 Ensure adequate resources and financial support for the delivery of the program.
- 1.7 Generate processes to meet the emerging mandate of the School of Nursing's transition to Sir Wilfred Grenfell College (SWGC).

2. Strengthen scholarship within the School of Nursing.

Faculty scholarship is essential to ensure a dynamic quality nursing education program. The School defines scholarship according to Boyer's classification which recognizes the scholarship of discovery, integration, application, and teaching.

- 2.1 Ensure supports are in place to promote scholarship activities.
- 2.2 Provide opportunities for students to participate in and be exposed to scholarship.

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STRATEGIC GOALS AND OBJECTIVES

3. Enhance the School's involvement in partnerships to support quality nursing education and scholarship.

The School of Nursing has numerous partners that allows for the delivery of a quality program and the enhancement of scholarship. These relationships, which include interprofessional collaboration, ensure that the next generation of nurses is fully prepared to meet professional practice requirements for today and the future.

- 3.1 Maintain and enhance partnerships to support quality programs and scholarship.
- 3.2 Maintain and enhance faculty and students involvement in interprofessional activities.

4. Enhance leadership capacity within the School of Nursing.

Leadership requires the School of Nursing to be working towards strengthening nursing and contributing to leadership development. To sustain and enhance the contribution of the School to the health of the population, strategies are required to ensure that we are appropriately positioned to meet this challenge.

- 4.1 Support the development of leadership within faculty, staff, and students.
- 4.2 Promote effective relationships with nurses and other health care professionals.
- 4.3 Support the continuation of nursing education for nurses within the region.

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Goals	Objectives	Linkage to Strategic Directions, Strategic Goals and Branch Plan if applicable	Linkages with other Branches	Performance Measures (indicators)	Actions	Status
<p>1. Enhance the School of Nursing's internal and external environment to ensure program effectiveness.</p>	<p>1.1 Ensure the School of Nursing is responsive to the needs of the people it serves.</p>				<p>1.1.1 Conduct an environment scan – internal and external.</p> <p>1.1.2 Identify and prioritize high risk and high volume issues.</p> <p>1.1.3 Demonstrate to Western Health how the School of Nursing is aligned with population health priorities.</p> <p>1.1.4 Complete a report on student wellness activities.</p> <p>1.1.5 Ensure the School of Nursing is fully prepared for accreditation survey (follow the accreditation plan).</p>	

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Goals	Objectives	Linkage to Strategic Directions, Strategic Goals and Branch Plan if applicable	Linkages with other Branches	Performance Measures (indicators)	Actions	Status
	1.2 Promote innovative methods to enhance teaching and learning.				1.2.1 Expand internal and external opportunities for professional development in teaching and learning. 1.2.2 Share teaching methods with other colleagues through such activities as faculty in-services, conferences, publications, teaching workshops (SWG), Lunch & Learn, etc. 1.2.3 Utilize innovative methods to enhance teaching and learning in the classroom, laboratory, and clinical environment. 1.2.4 Develop clinical learning models for students with clinical partners.	

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Goals	Objectives	Linkage to Strategic Directions, Strategic Goals and Branch Plan if applicable	Linkages with other Branches	Performance Measures (indicators)	Actions	Status
	1.2 Promote innovative methods to enhance teaching and learning.				1.2.5 Analyze the results of student evaluations of innovative teaching methods of effectiveness. 1.2.6 Develop a learning resource centre (eg. Simulation laboratory capacity). 1.2.7 Support innovations and expansion of the use of information technology applications (eg. Personal Digital Assistants and computer-assisted problem solving). 1.2.8 Support the use of other innovative strategies (e.g. actors) to augment clinical learning.	

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Goals	Objectives	Linkage to Strategic Directions, Strategic Goals and Branch Plan if applicable	Linkages with other Branches	Performance Measures (indicators)	Actions	Status
	1.3 Recruit and retain a cohort of qualified students.				1.3.1 Develop, implement and evaluate a Strategic Recruitment Plan. 1.3.2 Review and revise admission policies and procedures, collaboratively, to reflect best practices. 1.3.3 Develop, implement, and evaluate policies and procedures for student progression through the program. 1.3.4 Develop, implement, and evaluate policies for students at risk. 1.3.5 Provide in-depth orientation to the School and SWGC.	

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Goals	Objectives	Linkage to Strategic Directions, Strategic Goals and Branch Plan if applicable	Linkages with other Branches	Performance Measures (indicators)	Actions	Status
	1.3 Recruit and retain a cohort of qualified students (continued).				1.3.6 Provide adequate services to ensure success (e.g. Learning Centre and Wellness Centre at SWGC, Counseling Services and Faculty support at the School, and Learning Plan as needed.) 1.3.7 Encourage and acknowledge student accomplishments and participation in School affairs.	
	1.4 Monitor program performance.				1.4.1 Continue to use identified indicators to monitor the School's Program. 1.4.2 Respond to opportunities for improvement at the School as deemed necessary. 1.4.3 Report annually on the School's indicators.	

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Goals	Objectives	Linkage to Strategic Directions, Strategic Goals and Branch Plan if applicable	Linkages with other Branches	Performance Measures (indicators)	Actions	Status
	1.5 Ensure effective communication.				1.5.1 Develop, implement, and evaluate a Communication Plan. <ul style="list-style-type: none"> - Explore the development of an Annual Report for sharing with all key stakeholders. - Provide information to partners on the School's program options through formal and informal means. 1.5.2 Disseminate student and faculty achievements and scholarship activities through various channels (eg. on the website, in local newspaper,	

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Goals	Objectives	Linkage to Strategic Directions, Strategic Goals and Branch Plan if applicable	Linkages with other Branches	Performance Measures (indicators)	Actions	Status
	1.5 Ensure effective communication (continued).				<p>Western Health Newsletter, ARNNL ACCESS, SWGC, ARCASN, and ARNNL Annual Report.</p> <p>1.5.3 Share scholarship activities of faculty, students and staff, internally, at year end Faculty Forum.</p> <p>1.5.4 Continue to disseminate scholarship findings and/or activities through publications and/or conference presentations.</p>	

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Goals	Objectives	Linkage to Strategic Directions, Strategic Goals and Branch Plan if applicable	Linkages with other Branches	Performance Measures (indicators)	Actions	Status
	1.5 Ensure effective communication (continued).				1.5.5 Share faculty and student involvement in partnerships, relationships, and team activities with colleagues and the community at large (eg. School's web page, Western Health's newsletter, local media, conferences, publications, in-service sessions).	

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Goals	Objectives	Linkage to Strategic Directions, Strategic Goals and Branch Plan if applicable	Linkages with other Branches	Performance Measures (indicators)	Actions	Status
	1.6 Ensure adequate resources and financial support for the delivery of the program.				1.6.1 Develop, implement and evaluate a Human Resources Plan. 1.6.2 Develop, implement, and evaluate an Information Management Plan (IT). 1.6.3 Submit space specifications to the Regional Director of Facilities for Western Health.	
	1.7 Generate processes to meet the emerging mandate of the School of Nursing's transition to Sir Wilfred Grenfell College (SWGFC).				1.7.1 Continue to participate with the ongoing provincial transition strategy/steering committee for the administration of nursing education within MUN. 1.7.2 Continue with Site Transition Team meetings.	

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Goals	Objectives	Linkage to Strategic Directions, Strategic Goals and Branch Plan if applicable	Linkages with other Branches	Performance Measures (indicators)	Actions	Status
	1.7 Generate processes to meet the emerging mandate of the School of Nursing's transition to Sir Wilfred Grenfell College (continued).				1.7.3 Assist in the development of a satisfactory HR transition plan that meets the needs of faculty and staff. 1.7.4 Articulate plans for the School's program and resource requirements that will facilitate integration into SWGC.	

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Goals	Objectives	Linkage to Strategic Directions, Strategic and Operational Goals and Branch Plan if applicable	Linkages with other Branches	Performance Measures (indicators)	Actions	Status
2. Strengthen scholarship within the School of Nursing.	2.1 Ensure supports are in place to promote scholarship activities.				2.1.1 Develop, implement, and evaluate a Strategic Plan for scholarship. 2.1.2 Expand internal and external opportunities for scholarship development (including advanced faculty practice). 2.1.3 Provide a workload for nurse educators which recognize 40% for scholarship activities. 2.1.4 Continue to develop the Research Unit. 2.1.5 Explore and identify the School's scholarship agenda (themes and foci).	

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Goals	Objectives	Linkage to Strategic Directions, Strategic Goals and Branch Plan if applicable	Linkages with other Branches	Performance Measures (indicators)	Actions	Status
	2.1 Ensure supports are in place to promote scholarship activities (continued).				2.1.6 Explore internal and external sources of funding for scholarship activity. 2.1.7 Maintain membership on local committees and other regional, provincial, national and international committees.	
	2.2 Provide opportunities for students to participate in and be exposed to scholarship.				2.2.1 Promote student attendance at presentations (eg. Lunch & Learn, Graduate Seminars and ARNNL Teleconferences).	

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Goals	Objectives	Linkage to Strategic Directions, Strategic Goals and Branch Plan if applicable	Linkages with other Branches	Performance Measures (indicators)	Actions	Status
	2.2 Provide opportunities for students to participate in and be exposed to scholarship (continued).				2.2.2 Mentor students in the development of scholarship (eg. present scholarly works in journals and at conferences – needs assessment survey and program development activities). 2.2.3 Explore funding opportunities for students to be involved in scholarship activities (eg. as paid assistants.)	

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3. Enhance the School's involvement in partnerships to support quality nursing education and scholarship.	3.1 Maintain and enhance partnerships to support quality programs and scholarship.				3.1.1 Continue to collaborate with partners at the local, regional, provincial, and national levels. 3.1.2 Explore opportunities for new partnerships. 3.1.3 Strengthen linkages between the School and the practice settings. (eg. develop a brainstorming session with Patient Care Coordinators and Community Health Managers. 3.1.4 Expand collaboration between clinical partners and the School through initiatives (eg. joint appointments, wellness initiatives).	

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Goals	Objectives	Linkage to Strategic Directions, Strategic Goals and Branch Plan if applicable	Linkages with other Branches	Performance Measures (indicators)	Actions	Status
	3.2 Maintain and enhance faculty and students involvement in interprofessional activities.				3.2.1 Provide ongoing education on interprofessional activities to faculty and students (eg. orientation of new faculty, leveled objectives for students, etc.) 3.2.2 Support student and faculty involvement in interprofessional education. 3.2.3 Provide clinical experiences that support interprofessional collaborative practices (eg. Rehab Team at O’Connell Centre, Mental Health Team at Western Memorial Regional Hospital, Primary Health Care Teams, etc.).	

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Goals	Objectives	Linkage to Strategic Directions, Strategic Goals and Branch Plan if applicable	Linkages with other Branches	Performance Measures (indicators)	Actions	Status
	3.2 Maintain and enhance faculty and students involvement in interprofessional activities (continued).				3.2.4 Support faculty participation in interprofessional scholarship activities (eg. representation on appropriate committees, appropriate technology, collaborative partnerships, etc.)	

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Goals	Objectives	Linkage to Strategic Directions, Strategic and Operational Goals and Branch Plan if applicable	Linkages with other Branches	Performance Measures (indicators)	Actions	Status
4. Enhance leadership capacity with the School of Nursing.	4.1 Support the development of leadership within faculty, staff, and students.				4.1.1 Explore and develop opportunities for leadership development. 4.1.2 Provide administrative and financial support to foster leadership initiatives. 4.1.3 Ensure representation on appropriate committees. 4.1.4 Expand and strengthen volunteerism in health related activities.	

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	4.2 Promote effective relationships with nurses and other health care professionals.				4.2.1 Explore ways of recognizing the valuable educational contribution provided by nurses and other health care professionals to the School. 4.2.2 Identify opportunities for nurses and other health care professionals to access nursing knowledge, expertise, and resources through the School.	

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Goals	Objectives	Linkage to Strategic Directions, Strategic Goals and Branch Plan if applicable	Linkages with other Branches	Performance Measures (indicators)	Actions	Status
	4.3 Support the continuation of nursing education for nurses within the region.				4.3.1 Establish an academic planning team. 4.3.2 Explore the potential for continuing education opportunities for nurses. 4.3.3 Explore infrastructure required to foster and facilitate continuing education for nurses. 4.3.4 Develop a continuing education plan for nurses.	

WESTERN REGIONAL SCHOOL OF NURSING STRATEGIC PLAN

STRATEGIC GOAL 1 Enhance the School of Nursing’s internal and external environment to ensure program effectiveness.

Objective: 1.1 Ensure the School of Nursing is responsive to the needs of the people it serves.								
Action	Target Date	Cost	Time Required	Who				Status
				R	A	C	I	
1.1.1 Conduct an environmental scan – internal and external.	Fall 2008			Admin	Admin	Faculty, Staff, Students, & Key Stakeholders	Western Health	
1.1.2 Identify and prioritize high risk and high volume issues.	Fall 2008			Admin	Admin	Faculty, Staff, and Students	Western Health	
1.1.3 Demonstrate to Western Health how the School of Nursing is aligned with population health priorities.	Fall 2008			Admin	Admin	Faculty	Western Health	
1.1.4 Complete a report on student wellness activities.	Fall 2008			Admin & Faculty	Admin & Faculty	Faculty	Western Health	
1.1.5 Ensure the School of Nursing is fully prepared for accreditation survey (follow the accreditation plan).	Ongoing (March 2008)			Site PE (Accreditation)	Admin & Faculty	Faculty, Staff, Students, and Key Stakeholders	Western Health	

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STRATEGIC GOAL 1 Enhance the School of Nursing’s internal and external environment to ensure program effectiveness.

Objective: 1.2 Promote innovative methods to enhance teaching and learning.								
Action	Target Date	Cost	Time Required	Who				Status
				R	A	C	I	
1.2.1 Expand internal and external opportunities for professional development in teaching and learning.	Ongoing (June 2009)			Faculty & Admin	Faculty & Admin	Faculty, Admin Team, & Key Stakeholders	Faculty, Admin, & Key Stakeholders	
1.2.2 Share teaching methods with other colleagues through such activities as faculty in-services, conferences, publications, teaching workshops (SWG), Lunch & Learn, etc.	Ongoing (2008)			Faculty & Admin	Faculty Admin	Faculty, Admin Team, & Key Stakeholders	Faculty, Admin, & Key Stakeholders	
1.2.3 Utilize innovative methods to enhance teaching and learning in the classroom, laboratory, and clinical environment.	June 2008			Admin	Faculty & Admin	Faculty & Key Stakeholders	Faculty, ARNNL, CASN, & Western Health	
1.2.4 Develop clinical learning models for students with clinical partners.	June 2009			Admin	Faculty & Admin	Faculty & Key Stakeholders	ARNNL, CASN, & Western Health	

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STRATEGIC GOAL 1 Enhance the School of Nursing’s internal and external environment to ensure program effectiveness.

Objective: 1.2 Promote innovative methods to enhance teaching and learning.								
Action	Target Date	Cost	Time Required	Who				Status
1.2.5 Analyze the results of student evaluations of innovative teaching methods for effectiveness.	June 2008			Faculty & UGS	Faculty	Faculty, Admin & Key Stakeholders	Faculty, Students, Admin & Key Stakeholders	
1.2.6 Develop a learning resource centre (eg. Simulation laboratory capacity).	June 2010			Admin	Faculty & Admin	Faculty & Key Stakeholders	ARNNL, CASN, & Western Health	
1.2.7 Support innovations and expansion of the use of information technology applications (eg. Personal Digital Assistants and computer-assisted problem solving).	June 2010			Admin	Faculty & Admin	Faculty & Key Stakeholders	ARNNL, CASN, & Western Health	
1.2.8 Support the use of other innovative strategies (e.g. actors) to augment clinical learning.	June 2008			Admin	Faculty & Admin	Faculty & Key Stakeholders	ARNNL, CASN, & Western Health	

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STRATEGIC GOAL 1 Enhance the School of Nursing’s internal and external environment to ensure program effectiveness.

Objective: 1.3 Recruit and retain a cohort of qualified students.								
Action	Target Date	Cost	Time Required	Who				Status
				R	A	C	I	
1.3.1 Develop, implement and evaluate a Strategic Recruitment Plan.	June 2008			Recruitment Committee	Recruitment Committee & Admin	Faculty, Staff, Students, Admin, & Key Stakeholders	Faculty, Admin, Students, Staff, & Joint Recruitment	
1.3.2 Review and revise admission policies and procedures, collaboratively, to reflect best practices.	June 2008			Joint Admissions Committee	Admin Council and Academic Councils	Faculty, Admin Council, & Joint Committees	Joint Admissions, Academic Council, & Admin Council	
1.3.3 Develop, implement, and evaluate policies and procedures for student progression through the program.	June 2008			UGS (Site), UGS (Collaborative)	UGS (Site), Academic Council	UGS (Collaborative), Faculty, Students, & Admin	Faculty, Students, UGS (Collaborative), & Key Stakeholders	

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STRATEGIC GOAL 1 Enhance the School of Nursing’s internal and external environment to ensure program effectiveness.

Objective: 1.3 Recruit and retain a cohort of qualified students.								
Action	Target Date	Cost	Time Required	Who				Status
				R	A	C	I	
1.3.4 Develop, implement, and evaluate policies for students at risk.	June 2008			UGS (Site)	UGS (Site), Faculty, & Admin	Faculty, Students, Admin., & other Schools	Faculty, Students & Key Stakeholders	
1.3.5 Provide in-depth orientation to the School and SWGC.	June 2008			UGS (Site)	Faculty & Admin	Faculty, Students, & other Schools	ARNNL, CASN, & Western Health	
1.3.6 Provide adequate services to ensure success (e.g. Learning Centre and Wellness Centre at SWGC, Counseling Services and Faculty support at the School, and Learning Plan as needed).	June 2008			UGS (Site)	Faculty & Admin	Faculty, Students, & other Schools	ARNNL, CASN, & Western Health	
1.3.7 Encourage and acknowledge student accomplishments and participation in School affairs.	June 2008			UGS (Site)	Faculty & Admin	Faculty, Students, & other Schools	ARNNL, CASN, & Western Health	

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STRATEGIC GOAL 1 Enhance the School of Nursing’s internal and external environment to ensure program effectiveness.

Objective: 1.4 Monitor program performance.								
Action	Target Date	Cost	Time Required	Who				Status
				R	A	C	I	
1.4.1 Continue to use identified indicators to monitor the School’s Program.	June 2008			Site PE	Admin	Faculty, Staff, Students, & Key Stakeholders	ARNNL, Western Health, & Academic Council	
1.4.2 Respond to opportunities for improvements at the School as deemed necessary.	June 2008			Admin	Admin	Academic Council & Western Health	Academic Council & Western Health	
1.4.3 Report annually on the School’s indicators.	June 2008			Site PE	Director	Faculty, Staff, & Western Health	Academic Council & Western Health	

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WESTERN REGIONAL SCHOOL OF NURSING STRATEGIC PLAN

STRATEGIC GOAL 1 Enhance the School of Nursing’s internal and external environment to ensure program effectiveness.

Objective: 1.5 Ensure effective communication.								
Action	Target Date	Cost	Time Required	Who				Status
				R	A	C	I	
1.5.1 Develop, implement, and evaluate a Communication Plan. <ul style="list-style-type: none"> • Explore the development of an Annual Report for sharing with all key stakeholders. • Provide information to partners on the School’s program options through formal and informal means. 	February 2008			Admin	Admin	Faculty, Students , Staff, & Key Stakeholders	Faculty, Students , Staff, & Western Health	
1.5.2 Disseminate student and faculty achievements and scholarship activities through various channels (eg. on the website, in local newspaper, Western Health Newsletter, ARNNL ACCESS, SWGC, ARCASN, and ARNNL Annual Report).	June 2008			Faculty & Admin	Faculty & Admin	Faculty & Key Stakeholders	ARNNL, CASN, & Western Health	
1.5.3 Share scholarship activities of faculty, students and staff, internally, at year end Faculty Forum.	June 2008			Admin	Faculty & Admin	Faculty & Students	Faculty	

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Objective: 1.5 Ensure effective communication.								
Action	Target Date	Cost	Time Required	Who				Status
				R	A	C	I	
1.5.4 Continue to disseminate scholarship findings and/or activities through publications and/or conference presentations.	June 2008			Admin	Faculty, Admin, & Students	Faculty, Admin, & Students	Faculty & Admin	
1.5.5 Share faculty and student involvement in partnerships, relationships, and team activities with colleagues and the community at large (eg. School’s web page, Western Health’s newsletter, local media, conferences, publications, in-service sessions).	June 2008			Admin	Faculty & Admin	Faculty & Key Stakeholders	ARNNL, CASN, & Western Health	

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STRATEGIC GOAL 1 Enhance the School of Nursing’s internal and external environment to ensure program effectiveness.

Objective: 1.6 Ensure adequate resources and financial support for the delivery of the program.								
Action	Target Date	Cost	Time Required	Who				Status
				R	A	C	I	
1.6.1 Develop, implement and evaluate a Human Resources Plan.	June 2008			Executive	Admin.	Faculty	Faculty & Admin.	
1.6.2 Develop, implement, and evaluate an Information Management Plan (IT).	June 2008			IT Sub-Committee of Executive Committee	Admin	Faculty, Staff, Students, & IT Department	Faculty, Office Forum, Student Services, & Western Health	
1.6.3 Submit space specifications to the Regional Director of Facilities for Western Health.	June 2008			Facilities Sub-Committee of Executive Committee	Admin	Faculty, Staff and Students, Residential Services, & Western Health - Regional Director of Facilities	Faculty, Office Forum, Student Services, & Western Health	

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WESTERN REGIONAL SCHOOL OF NURSING STRATEGIC PLAN

STRATEGIC GOAL 1 Enhance the School of Nursing's internal and external environment to ensure program effectiveness.

Objective: 1.7 Generate processes to meet the emerging mandate of the School of Nursing's transition to Sir Wilfred Grenfell College (SWGC).								
Action	Target Date	Cost	Time Required	Who				Status
				R	A	C	I	
1.7.1 Continue to participate with the ongoing provincial transition strategy/steering committee for the administration of nursing education within MUN	June 2008			Admin	Admin	Transition Team, Faculty, & Staff	Faculty, Staff, Western Health, & SWGC	
1.7.2 Continue with Site Transition Team meetings.	Ongoing (June 2008)			Admin & Faculty	Admin	Faculty, Staff, & Students	Faculty, staff, Western Health, & SWGC	
1.7.3 Assist in the development of a satisfactory HR transition plan that meets the needs of faculty and staff.	June 2008			Admin & Faculty	Admin	Faculty, Staff, HR (WH), and Collaborative Partners	Faculty, Staff, HR (WH), and Collaborative Partners	
1.7.4 Articulate plans for the School's program and resource requirements that will facilitate integration into SWGC.	June 2008			Transition Team	Admin	Faculty, Staff, Student, Student Services, & Key Stakeholders	Faculty, Staff, Students, Western Health, & SWGC	

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STRATEGIC GOAL 2 Strengthen scholarship within the School of Nursing.

Objective: 2.1 Ensure supports are in place to promote scholarship activities.									
Action	Target Date	Cost	Time Required	Who				Status	
				R	A	C	I		
2.1.1 Develop, implement, and evaluate a Strategic Plan for scholarship.	June 2008			Admin. & Research Coordinator	Admin. & Faculty	Faculty & Key Stakeholders	Faculty & Key Stakeholders		
2.1.2 Expand internal and external opportunities for scholarship development (including advanced faculty practice).	Ongoing (June 2008)			Research Coordinator and Faculty	Admin & Faculty	Research Committee at SWGC & MUN SON, Western Health, & Key Stakeholders	ARNNL, CASN, SWGC, & Western Health		
2.1.3 Provide a workload for nurse educators which recognize 40% for scholarship activities.	June 2008			Admin	Admin	Faculty & Key Stakeholders	Key Stakeholders & Western Health		
2.1.4 Continue to develop the Research Unit.	Ongoing (June 2008)			Admin & Research Coordinator	Admin	Faculty, Student & Key Stakeholders	ARNNL, CASN, Faculty, Staff, Students, Western Health, SWGC/MUN & other Key Stakeholders		

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STRATEGIC GOAL 2 Strengthen scholarship within the School of Nursing.

Objective: 2.1 Ensure supports are in place to promote scholarship activities.								
Action	Target Date	Cost	Time Required	Who				Status
				R	A	C	I	
2.1.5 Explore and identify the School's scholarship agenda (themes and foci).	June 2008			Research Coordinator	Admin	Faculty	ARNNL, CASN, Western Health, SWGC Faculty	
2.1.6 Explore internal and external sources of funding for scholarship activity.	June 2008			Research Coordinator and Faculty	Faculty	Admin, Western Health, & SWGC	ARNNL, CASN, Western Health, SWGC, & Faculty	
2.1.7 Maintain membership on local committees and other regional, provincial, national and international committees.	Ongoing (June 2008)			Research Coordinator and Faculty	Faculty	Admin team Western Health, SWGC, & other Key Stakeholders	ARNNL, CASN, Western Health, SWGC & Faculty	

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WESTERN REGIONAL SCHOOL OF NURSING STRATEGIC PLAN

STRATEGIC GOAL 2 Strengthen scholarship within the School of Nursing.

Objective: 2.2 Provide opportunities for students to participate in and be exposed to scholarship.								
Action	Target Date	Cost	Time Required	Who				Status
				R	A	C	I	
2.2.1 Promote student attendance at presentations (eg. Lunch & Learn, Graduate Seminars, and ARNNL Teleconferences).	Ongoing (June 2008)			Admin	Admin & Faculty	Students & Faculty	Faculty, Students, & Key Stakeholders	
2.2.2 Mentor students in the development of scholarship (eg. present scholarly works in journals and at conferences - needs assessment survey and program development activities).	June 2008			Research Coordinator	Faculty, Students, & Admin	Faculty, Students, & Key Stakeholders Partners	ARNNL, CASN, & Western Health	
2.2.3 Explore funding opportunities for students to be involved in scholarship activities (eg. as paid assistants.)	Ongoing (June 2008)			Admin	Faculty, Admin, & Research Coordinator	Faculty, students other key stakeholders	ARNNL, CASN, SWGC, & Western Health	

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**WESTERN REGIONAL SCHOOL OF NURSING
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STRATEGIC GOAL 3 Enhance the School's involvement in partnerships to support quality nursing education and scholarship.

Objective: 3.1 Maintain and enhance partnerships to support quality programs and scholarship.								
Action	Target Date	Cost	Time Required	Who				Status
				R	A	C	I	
3.1.1 Continue to collaborate with partners at the local, regional, provincial, and national levels.	June 2008			Admin	Faculty & Admin	Faculty & Key Stakeholders	ARNNL, CASN, & Western Health	
3.1.2 Explore opportunities for new partnerships.	June 2008			Admin	Faculty & Admin	Faculty & Key Stakeholders	ARNNL, CASN, & Western Health	
3.1.3 Strengthen linkages between the School and the practice settings. (eg. develop a brainstorming session with Patient Care Coordinators and Community Health Managers.)	June 2008			Admin	Faculty & Admin	Faculty & Key Stakeholders	ARNNL, CASN, & Western Health	
3.1.4 Expand collaboration between clinical partners and the School through initiatives (eg. joint appointments, wellness initiatives).	June 2009			Admin	Faculty & Admin	Faculty & Key Stakeholders	ARNNL, CASN, & Western Health	

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WESTERN REGIONAL SCHOOL OF NURSING STRATEGIC PLAN

STRATEGIC GOAL 3 Enhance the School's involvement in partnerships to support quality nursing education and scholarship.

Objective: 3.2 Maintain and enhance faculty and students involvement in interprofessional activities.								
Action	Target Date	Cost	Time Required	Who				Status
				R	A	C	I	
3.2.1 Provide ongoing education on interprofessional activities to faculty and students (eg. orientation of new faculty, leveled objectives for students, etc.).	June 2008			Admin	Faculty & Admin	Faculty & Key Stakeholders	ARNNL, CASN, & Western Health	
3.2.2 Support student and faculty involvement in interprofessional education.	June 2008			Admin	Faculty & Admin	Faculty & Key Stakeholders	ARNNL, CASN, & Western Health	
3.2.3 Provide clinical experiences that support interprofessional collaborative practices (eg. Rehab Team at O'Connell Centre, Mental Health Team at Western Memorial Regional Hospital, Primary Health Care Teams, etc.).	June 2008			Admin	Faculty & Admin	Faculty & Key Stakeholders	ARNNL, CASN, & Western Health	
3.2.4 Support faculty participation in interprofessional scholarship activities (eg. representation on appropriate committees, appropriate technology, collaborative partnerships, etc.).	June 2008			Admin	Faculty & Admin	Faculty & Key Stakeholders	ARNNL, CASN, & Western Health	

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WESTERN REGIONAL SCHOOL OF NURSING STRATEGIC PLAN

STRATEGIC GOAL 4 Enhance leadership capacity within the School of Nursing.

Objective: 4.1 Support the development of leadership within faculty, staff, and students.								
Action	Target Date	Cost	Time Required	Who				Status
				R	A	C	I	
4.1.1 Explore and develop opportunities for leadership development.	June 2008			Admin	Faculty, Students, Staff and Admin.	Faculty, Students, Staff & Key Stakeholders	Faculty, Students, Staff, ARNNL, CASN, & Western Health	
4.1.2 Provide administrative and financial support to foster leadership initiatives.	June 2008			Admin	Faculty, Students, Staff, & Admin	Faculty, Students, Staff, & Key Stakeholders	Faculty, Students, Staff, ARNNL, CASN, & Western Health	
4.1.3 Ensure representation on appropriate committees.	June 2008			Admin	Faculty, Students, Staff, & Admin	Faculty, Students & Staff	Faculty, Students, Staff, ARNNL, CASN, & Western Health	
4.1.4 Expand and strengthen volunteerism in health related activities.	June 2008			Faculty & Admin	Faculty & Admin	Students & Faculty	ARNNL, CASN, & Western Health	

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**WESTERN REGIONAL SCHOOL OF NURSING
STRATEGIC PLAN**

STRATEGIC GOAL 4 Enhance leadership capacity within the School of Nursing

Objective: 4.2 Promote effective relationships with nurses and other health care professionals.								
Action	Target Date	Cost	Time Required	Who				Status
				R	A	C	I	
4.2.1 Explore ways of recognizing the valuable educational contribution provided by nurses and other health care professionals to the School.	June 2008			Admin	Faculty & Admin	Faculty & Key Stakeholders	ARNNL, CASN, & Western Health	
4.2.2 Identify opportunities for nurses and other health care professionals to access nursing knowledge, expertise, and resources through the School.	June 2008			Admin	Faculty & Admin	Faculty & Key Stakeholders	ARNNL, CASN, & Western Health	

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**WESTERN REGIONAL SCHOOL OF NURSING
STRATEGIC PLAN**

STRATEGIC GOAL 4 Enhance leadership capacity within the School of Nursing

Objective: 4.3 Support the continuation of nursing education for nurses within the region.								
Action	Target Date	Cost	Time Required	Who				Status
				R	A	C	I	
4.3.1 Establish an academic planning team.	June 2008			Admin	Faculty & Admin	Faculty & Key Stakeholders	ARNNL, CASN, & Western Health	
4.3.2 Explore the potential for continuing education opportunities for nurses	Dec. 2009			Admin	Faculty & Admin	Faculty & Key Stakeholders	ARNNL & Western Health	
4.3.3 Explore infrastructure required to foster and facilitate continuing education for nurses.	Dec. 2009			Admin	Faculty & Admin	Faculty & Key Stakeholders	Western Health	
4.3.4 Develop a continuing education plan for nurses.	Dec. 2009			Admin	Faculty & Admin	Faculty & Key Stakeholders	ARNNL & Western Health	

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