



STRATEGIC ACADEMIC PLAN 2017-2022

SHAPING TOMORROW'S LEADERS TODAY >>

LAWRENCE S. BLOOMBERG FACULTY OF NURSING
UNIVERSITY OF TORONTO



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“...I am tremendously proud that we are ranked as a top ten nursing school in the world by QS World University Rankings.”

- Dean Linda Johnston

DEAN'S MESSAGE

As Dean of the Lawrence S. Bloomberg Faculty of Nursing, I am delighted to present our 2017-2022 Strategic Academic Plan, *Shaping Tomorrow's Leaders Today*. For nearly a century, our Faculty has been producing nursing leaders in clinical, research, educational and administrative roles. Since the founding of our program in 1920, we have educated more than 13,000 nurses.

Our Faculty is known internationally for transforming research into results, scholarship into leadership and innovation into excellence, and I am tremendously proud that we are ranked as a top ten nursing school in the world by QS World University Rankings.

At Bloomberg Nursing, we thrive on the challenge to create better outcomes in health care — locally, nationally and across the globe. Our graduates have earned reputations as exceptional clinical care nurses, pioneers in research, and prominent thought leaders. Our faculty members have demonstrated great commitment to providing the best education to our students, making a positive impact in the practice of nursing and in the health of the communities in which we work and live.

Our Faculty is the academic home to many brilliant minds and leaders; we are unique in our breadth and depth of expertise, and we are well positioned to shape and lead the next evolution in nursing education. We recognize the importance of relationships between alumni and faculty, clinicians and researchers, and the Faculty and our hospital partners. We are part of a powerful network that influences and leads all aspect of nursing.

In a complex and rapidly changing environment, our strategic plan will serve as a blueprint that will engage our faculty members and students, so that our scholars can continue their outstanding work in an environment that allows for, and encourages, them to thrive. As our Faculty evolves to meet the ever-increasing expectations of students, partners and society, our mission of being committed to international leadership in research, education and practice will be supported by our 5-year strategic academic plan. The development of this strategic plan would not have been possible without extensive engagement in the consultation process by our faculty, staff, students, and external stakeholders including our clinical partners, donors and alumni.

This plan builds on our achievements to date, and I very much look forward to working together to bring our Vision of shaping nursing education, research and practice to life. I hope you enjoy reading our plan for the years ahead, and I look forward to hearing from you with your thoughts and ideas as we continue to move forward as world leaders in nursing education and research.

INTRODUCTION

The Lawrence S Bloomberg Faculty of Nursing Strategic Academic Plan is central to shaping our priorities and defining our path for the future. This plan provides a set of goals intended to facilitate the evolution of our Faculty, focus our priorities, and give us direction and inspiration to move forward as a leading institution.

Many areas of significant, quantifiable progress have been made as a result of the implementation of the 2010–2015 Academic Plan, *Shaping the Future of Nursing*.



The 2010 plan articulated five strategic foci, including 3 that aligned with the tripartite Vision of the Faculty:

- Advancing research and innovation,
- Leading and innovating in education; and
- Leading and shaping professional practice

In addition, two foci were designed to assist in achieving the Mission of the Faculty:

- Attracting, retaining and developing faculty and staff; and
- Promoting the profile and strengthening the infrastructure and funding base.

In large part, the objectives of the 2010-2015 Strategic Plan were met.

Successful implementation actions to address the goal of **advancing research and innovation** included establishing a mentoring program for new tenure-stream faculty; formalizing a research training and mentoring program for those students aspiring to a research career; and provision of funding awards to attract doctoral students.

The goal of **leading and innovating in education** has been realized through the successful development of hybrid models of program delivery at both undergraduate and graduate levels; contemporizing graduate and continuing professional development program offerings to meet the needs of employers; and the establishment of tailored recruitment strategies to target the top-performing second-entry students.

Engagement with, and impact on, professional practice is evidenced by the recognition of the Faculty as a “preferred partner” with our TAHSN- affiliated hospitals and other health service providers in both education and research collaborations; the seats held by faculty at a number of influential forums at a provincial, and national level; and the dissemination of the Faculty’s achievements to a wide audience through communication vehicles such as Pulse magazine.

In meeting the 4th goal of **attracting, retaining and developing faculty and staff**, the Faculty has created mechanisms for formally acknowledging and rewarding performance of our faculty and staff in the domains of teaching, research and service; provided opportunities for professional development; and increased the community of scholars and teachers in affiliated hospitals and community-based service providers.

The **promotion of the Faculty’s profile, and the strengthening of infrastructure** is evidenced by the revenue leveraged through the activities of the Centre for Professional Development; the increased use of virtual technologies to enhance the student learning experience; and the focused fundraising activities of the Faculty’s Advancement Office.

We continue to endorse the core principles expressed in the 2010 plan as we look forward into our 2017-2022 strategic plan, *Shaping Tomorrow’s Leaders Today*.



CHALLENGES & OPPORTUNITIES

As the Lawrence S Bloomberg Faculty of Nursing looks to the next five years, we recognize the current and future challenges and opportunities:

CHALLENGES

A goal in the previous strategic academic plan was attracting, retaining and developing faculty and staff. Although we do not plan to increase the overall size of our Faculty, the continued shortage of PhD-prepared nursing faculty across Canada will make filling our current vacancies, and those arising from impending retirements, difficult.

To be a leader and innovator in education we need to provide a state-of-the art simulation laboratory and world-class experiential learning opportunities for our students. Our simulation equipment is in need of a major upgrade. We also need to consider how to expand our clinical placement offerings while maintaining the quality of the learning experience in order to meet the needs of our students.

The context of health care delivery is in constant flux in Canada and internationally. For us to be successful, we must provide programs that deliver a graduate workforce to meet the changing roles of nurses, clinician scientists and health systems leaders.

Many students are entering our programs with significant debt as a result of their previous undergraduate studies. Attracting the best and brightest students to our graduate programs will require an increased capacity to offer financial aid in the form of bursaries and scholarships.

The increasingly challenging national research funding environment will negatively impact our faculty and graduate students ability to gain major research funds and awards. Securing research funding is critical to maintaining our reputation and attracting high quality research faculty and students.



OPPORTUNITIES

Our Faculty has a reputation for leading the development of innovative programs that meet the changing needs of today's healthcare environment. Leveraging our history of success in this area will allow us to attract students who require flexible delivery options.

Our undergraduate student numbers will be sustained by our ability to attract high calibre applicants. Our graduate student numbers are set to increase as a result of new graduate program offerings, such as a doctoral option that would support a range of career pathways and which will appeal to both domestic and international graduate student markets.

Our ranking as a top ten Nursing school in the world positions us to attract the best and brightest students, and faculty. Maintaining or exceeding this position could increase interest from international students and faculty and may generate additional opportunities to collaborate in education and research with international institutions.

The Toronto Academic Health Sciences Network (TAHSN) has been a critical partner in our success to date. As TAHSN develops its vision to be an internationally-recognized Academic Health Science Centre enterprise, the Faculty can have an active role in shaping that vision to include nursing research, education, scholarship and practice.

OUR PLAN

Over the next five years, our Faculty will sustain and bolster our existing strengths and focus on five priorities that will advance our role as a local, national and global leader in nursing education, research and practice.

We will do this through an ambitious strategy focused on:

- Embedding the internationalization agenda across all domains of activity within the Faculty;
- Pursuing new knowledge through interdisciplinary research of social, cultural, economic and/or public policy benefit, beyond academia;
- Widening access to, and participation in, educational programs delivered with innovative pedagogies that produce graduates with the attributes required to meet the needs of employers;
- Fostering a productive and sustainable partnership with our affiliated world-leading clinical institutions and community-based service providers; and
- Engaging with our community of friends, alumni and donors to contribute to, and advocate for, our success as an internationally recognized leader in health higher education.



The Vision, Mission and Values of the Faculty remain integral to our success in achieving these ambitions.

VISION

Leading nursing education, research and practice

MISSION

We are 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

CORE VALUES

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

#1 GLOBAL REACH >>

Embedding the internationalization agenda across all domains of activity within the Faculty.



The University of Toronto's commitment to internationalization is evident in the Strategic Plan *Towards 2030*, which articulates commitment to being an internationally significant research university, and affirms the importance of increasing the university's national and global presence by recruiting, more Canadian students from outside the Toronto region and more students from abroad.

These general goals will be pursued within the context of a defined recruitment strategy and balanced against our regional and provincial borders. We see great value in strong international collaborations with leading universities, research institutes, and industry partners around the world, and in providing enriching and meaningful international opportunities to students. Additionally, recruitment of international faculty with reputations for excellence in teaching and research will contribute to a culturally diverse environment that helps meet the University's goal of developing the global citizenship and fluency of our students. Implementation of this Faculty priority will cross the domains of education, research, strategic partnerships, and alumni engagement.

Education: International Student Recruitment and Mobility

- Recruiting high quality international graduate students, with provision of bursaries and scholarships, and creating an enhanced international student experience by leveraging U of T resources for international student recruitment and support, funding opportunities, and monitoring the international student experience
- Encouraging inward and outward student mobility through financially-supported Faculty and University schemes that provide an international experience for domestic students, and learning experiences for international students within U of T, the Faculty and our clinical partners

Strategic partnerships

- Increasing our presence in strategic alliances and international consortia and organizations
- Developing and fostering partnerships with funders, governments and foundations to support international programs of teaching and research
- Developing high quality strategic partnerships, through the Centre for Professional Development, with reputable institutions: utilizing already established U of T and faculty partnerships and international linkages

Research: High quality, high impact research collaborations and staff mobility

- Increasing the volume and quality of research inputs through pursuit of international-funding sources
- Developing a culture of internationally -focused research supported by international networking by faculty, profiling across the Faculty the opportunities for faculty and student exchange, and recruitment of international faculty

Alumni engagement: Developing our relationships with international alumni

- Connecting via Faculty publications and regular communications channels
- Issuing invitations to in-country and international events where faculty members and Development Office may be visiting.

#2 PURSUIT OF KNOWLEDGE >>

Pursuing new knowledge through interdisciplinary research of social, cultural, economic and/or public policy benefit, within and beyond academia.



The University of Toronto has a long history of being amongst the highest of university rankings when benchmarked against Canadian and international peer institutions. Similarly, the Faculty has recently been recognized for its excellent academic and employer reputation and research impact by virtue of being ranked top ten in the world amongst schools of nursing (QS World University Rankings by Subject-2017).

The University's Strategic Research Plan identifies thematic areas to facilitate excellence and collaboration both within the University community and with partner organizations. The Faculty has and will continue to engage in research that has a local and global impact. Implementation of this priority is based on recognizing and valuing the breadth and depth of current research activity in the Faculty, supporting the development of new and early career researchers, and promoting the impact of our research through a variety of recognition and dissemination strategies.

Programs of research

- Framing our research foci and corresponding faculty recruitment strategies to reflect current and emergent trends in health and social care
- Maximizing the research expertise and resources that currently exist through partnerships with other University divisions and departments
- Linking our undergraduate, graduate and professional academic programs to strong research experiences for our students
- Enhancing our international profile based on the Faculty's major research strengths
- Delivering internationally- recognized research outputs and outcomes including internationally co-authored publications, award of competitive grant funding, development and dissemination of research case studies/profiles that profile the global impact of our faculty research, provision of prestigious International Visiting Professorships
- Engaging patients, clients, the community and other stakeholders in the development of research programs and projects

Early career researchers

- Mentoring of early career researchers by leveraging Faculty and U of T resources with funding opportunities, and providing access to professional development opportunities
- Monitoring our performance and promoting our impact
- Articulating our impact through the production and dissemination of evidence-based case studies
- Nominating our faculty and students for recognition of their research achievements by national and international bodies
- Establishing a feasible and sustainable mechanism for collating and benchmarking research metrics
- Further developing collaborations and outputs with internationally recognized researchers

#3 INNOVATION IN EDUCATION >>

Widening access to, and participation in, educational programs delivered with effective pedagogies that produce graduates with the attributes required to meet the needs of employers.



President Gertler’s strategic priority “Re-thinking undergraduate education” highlights the key elements of research-based teaching, experiential learning, internationalized learning, new learning modes and technologies, and facilitating the transition from study to work. The Faculty is ideally placed to contribute to the goal of demonstrating how our teaching programs; both undergraduate and graduate, prepare students for successful careers and create larger societal benefit.

Innovation in teaching and learning

- Investing in teaching innovations including online teaching technologies
- Integrating a global worldview in curricula- across undergraduate and graduate programs
- Developing new frameworks for classroom and clinical education, scholarship, and research to enhance faculty teaching skills based on best practice
- Utilizing new data analytic tools to enhance our understanding of how our students learn
- Developing a portfolio of courses and programs of relevance to, and accessible by, the international market
- Assuring our programs and curricula prepare our graduates to be culturally safe and meet the needs of the diverse communities they will serve in their careers, in Canada and around the world
- Exceeding the requirements of regulators and accrediting bodies with respect to the quality of our programs and the quality and expertise of the faculty engaged in delivery of those programs
- Engaging students, patients, clients and the community in the development of education programs
- Nominating our faculty for recognition of their achievements in teaching and learning with new technologies

Lifelong learning

- Developing lifelong learning opportunities through contemporary, flexible programs offered through the Centre for Professional Development
- Expanding and supporting our community of clinical scholars including mentors, preceptors and clinical instructors

#4 COLLABORATING IN CARE >>

Fostering a productive and sustainable partnership with our affiliated world-leading clinical institutions and community-based service providers.



“Leveraging our location” is a strategic priority of the President with goals that include: enhancing the University’s success in attracting and retaining talented faculty, staff and students; and the promotion of further success in research, teaching and learning through focusing on the challenges of urban processes, including the social determinants of health.

The Toronto Academic Health Sciences Network is a leader in Canadian health care research, innovation and delivery, and one of the largest, most productive academic health science centres in the world. Our educators and researchers have well-established, productive partnerships with scientists, clinicians and health systems leaders to help address the dominant challenges in health and social care for populations locally and globally.

Clinical academic excellence

- Developing programs and pathways for academic excellence together with our clinical partners
- Pre-empting health workforce needs and ensuring we are delivering a graduate workforce fit-for-purpose
- Recognizing and valuing clinical academic practice through provision of Faculty appointments
- Supporting practice learning environments that promote high standards of interprofessional practice
- Engaging health service users and carers, as partners in all domains of Faculty activity
- Developing shared platforms for public policy advocacy

#5 ENGAGE >>

Engaging with our community of friends, alumni and donors to contribute to, and advocate for, our success as an internationally recognized leader in health higher education.



In Towards 2030, there was acknowledgement that hospitals and the University are engaged in constant fund-raising, with benefactors frequently providing generous support to one or more hospitals as well as the University.

Collaboration on specific initiatives was proposed as a mechanism for reinforcing these positive patterns of philanthropy. The Faculty holds more endowed chairs and professorships than any other nursing school in Canada. The previously established Partnership Campaign provides an ideal basis for the further development of research capacity within the Faculty. The Faculty's 6,000 alumni are our best brand ambassadors, and our donors work in collaboration with us to meet the needs of our students; helping them to achieve success.

International recognition and reputation

- Creating evidence-based compelling cases in the domains of research and education for alumni and donor audiences
- Engaging alumni and donors as advocates for our success
- Connecting with alumni to assist them in acting as ambassadors for the Faculty in- country

Building research capacity

- Identifying opportunities for advancing nursing science through the establishment of chairs and professorships in partnership with hospitals, research institutes and community partners
- Working in partnership with us to improve the health of communities

Providing access to education

- Targetting financial support for students from disadvantaged backgrounds





ACHIEVING OUR GOALS

We will know if we have succeeded in advancing our role as a local, national and global leader in nursing education, research, and practice when:

- We are the destination of choice for students entering our undergraduate and graduate programs
- The quality of our research outputs and impact is acknowledged in national and international rankings
- Our faculty, staff and student complement reflects the cultural diversity of the communities we serve
- Clinical affiliates pro-actively seek us as partners in education and research collaborations
- Alumni and friends of the Faculty are proud to tell our stories to different audiences

MEASURING OUR SUCCESS

1. Global Reach >>

- Increased number of international students enrolling in our graduate programs
- Sustained participation by our students in international placement experiences
- Faculty research collaborations with international partners at world leading universities and research institutes
- Recruitment of international faculty

2. Pursuit of Knowledge >>

- Wide dissemination of case studies that highlight the impact of our research
- Sustained student participation in the Faculty's Summer Undergraduate Student Research Program
- Consistently ranked as the top nursing school in Canada and a top ten nursing school in the world
- Maintain success in research career awards

3. Innovation in Education >>

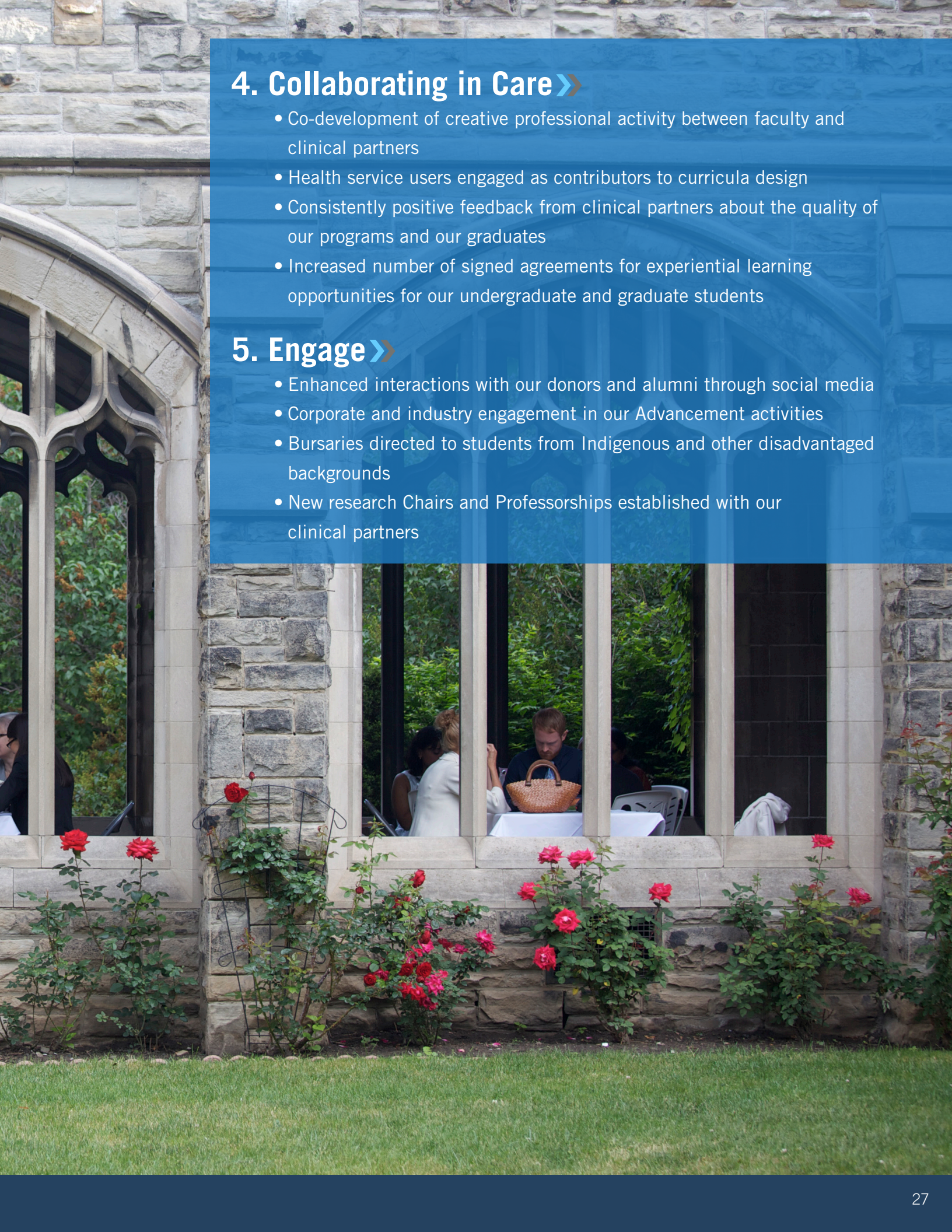
- Recognized as a national leader and innovator in undergraduate education
- Continuing Professional Development programs that attract both domestic and international students
- Sustained integration of content in our programs that acknowledges the recommendations of the Truth and Reconciliation Commission
- Faculty-authored publications relating to pedagogy

4. Collaborating in Care >>

- Co-development of creative professional activity between faculty and clinical partners
- Health service users engaged as contributors to curricula design
- Consistently positive feedback from clinical partners about the quality of our programs and our graduates
- Increased number of signed agreements for experiential learning opportunities for our undergraduate and graduate students

5. Engage >>

- Enhanced interactions with our donors and alumni through social media
- Corporate and industry engagement in our Advancement activities
- Bursaries directed to students from Indigenous and other disadvantaged backgrounds
- New research Chairs and Professorships established with our clinical partners





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