

**FACULTY OF NURSING
STRATEGIC PLAN 2025–2030**

Shaping Impact. Leading Change.

*A strategic vision to advance healthcare, transform
systems through leading edge research,
and world-class nursing education.*



**UNIVERSITY
OF ALBERTA**



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Preamble

LAND ACKNOWLEDGMENT

The University of Alberta, its buildings, labs and research stations are primarily located on the territory of the Néhiyaw (Cree), Niitsitapi (Blackfoot), Métis, Nakoda (Stoney), Dene, Haudenosaunee (Iroquois) and Anishinaabe (Ojibway/Saulteaux), lands that are now known as part of Treaties 6, 7 and 8 and homeland of the Métis. The University of Alberta respects the sovereignty, lands, histories, languages, knowledge systems and cultures of all First Nations, Métis and Inuit nations.



Vision

To lead transformative nursing education and research that improves healthcare across communities, systems, and populations.

Mission

The Faculty of Nursing at the University of Alberta advances nursing knowledge, prepares graduates for practice and leadership, and promotes equity and health for all through excellence in teaching, research, and service.

Core Values

The Faculty of Nursing embraces:

PRACTICE-READINESS AND REAL-WORLD IMPACT
We deliver education that prepares nurses to succeed and lead in complex, evolving healthcare and research intensive environments.

IMPACTFUL AND TRANSFORMATIVE RESEARCH
We produce knowledge that matters, bridging human responses and healthcare interventions and policy to practice to improve and advance care.

BOLD LEADERSHIP AND ADVOCACY
We speak up, step forward, and shape the future of healthcare by challenging the status quo and driving systemic change.

WELLNESS AND EQUITY FOR LEARNERS AND FACULTY
We foster a healthy academic community where learners, faculty, and staff thrive.

COLLABORATION AND PARTNERSHIPS
We work alongside communities, institutions, and systems which showcases our impact and accelerate innovation.



Dr. Shannon Scott
DEAN,
FACULTY OF NURSING

Message from the Dean

Our Faculty has long been a leader in education, research, and professional practice. But, in a time when health systems are under immense strain, leadership isn't defined by where we stand; it is defined by where we're willing to go.

This strategic plan reflects the voices of our community and the aspirations of our leadership. It is shaped by the realities we face today, reflects the future we intend to build and it complements the College of Health Sciences and University of Alberta's strategic plans and priorities.

It commits us to research that transforms through tangible impact at the bedside, in communities, and across care systems.

It signals our readiness to step up our influence as connectors and catalysts, potent and effective advocates, and expert advisors at the forefront of public policy and social programming conversations.

This Faculty has always done the work and our rankings prove that. But this plan makes one thing clear: we're not here to maintain excellence, we're here to mobilize it. This includes addressing our most pressing challenges, including finding new ways to generate revenue for our future.

Our strategy is brave and bold by design. It calls on us to modernize how we teach, push the boundaries of research, and broaden our reach. It dares us to lead not from a place of tradition, but from a place of possibility.

I'm proud to work alongside a faculty, staff, and student body unafraid to challenge norms and chart a new course for nursing. Together, we are creating a future where nurses are not only at the table, they are shaping the agenda.

The Faculty of Nursing is known for excellence, but recognition alone is not enough. Our community told us they want more: stronger student preparation, greater advocacy, profoundly impactful research, and meaningful support for our people.

This strategy is our response to that call and our commitment to lead us forward from the front.

Context

Our Promise, Our Plan

This plan is a focused blueprint for relevance, system impact, and bold leadership. The Faculty of Nursing is recognized among Canada's very best programs. But this isn't about staying at the top. It's about transformative change: preparing nurses who lead, producing research that reshapes healthcare, and forging the alliances needed to deliver impactful outcomes. The conditions for positive change have never been more ideal: decades of respect, ambitious leadership, a University committed to making an impact and shaping the future, and partners ready to step up.

THIS STRATEGY RESTS ON THREE IMPERATIVES:

1. **Educate nurses.
Develop leaders.**
2. **Drive healthcare innovation through research. Create system change.**
3. **Attract investors.
Rally allies and partners.**



Our Leadership Team

The Faculty of Nursing has a long-standing reputation for excellence, built through decades of leadership, scholarship, and commitment to care. That legacy meets a moment of transformation.

This leadership team brings a renewed sense of purpose and possibility. With deep roots in practice, education and research, and a shared ambition to lead boldly, they are ready to shape the future of nursing: within our Faculty, across health systems, nationally and globally.

This plan reflects not only the input of our community but also the vision of leaders who understand that real impact requires more than maintaining excellence; it requires reimagining and mobilizing it. With this team at the helm, we are charting a path forward that is strategic, courageous, and grounded in the complexities of the world we serve.



Our Engagement

This strategy was shaped by more than 200 voices across our community. We heard directly from students, alumni, faculty, staff, health system partners, educators, indigenous partners, donors and government through interviews, focus groups, workshops, and a survey.

Participants shared their hopes for the future and their concerns about the present. They highlighted opportunities to further strengthen education, expand research impact, and build more meaningful partnerships.

Voices from across our community didn't just inform this strategy; it sharpened its focus. It reaffirmed our belief that real change must be grounded in lived experience, and that the Faculty's greatest strength is the depth and diversity of its people.

Our System

Nursing, and the healthcare system it supports, is under immense pressure. Across Alberta, Canada and internationally, care environments are growing more complex. Workforce shortages, retention challenges, and ever more complex patient needs are challenging even the most resilient teams.

These pressures extend across the entire workforce. Students are preparing for practice in a context that is shifting rapidly. Educators and researchers are navigating increasing demands and growing expectations. Leaders are being asked to do more with fewer resources.

The transition from student to nurse is more important and complex than ever. Students emphasized the importance of clear, supportive pathways into practice, including high-quality clinical

experiences, strong mentorship, and smoother transitions into the workforce.

This is a moment for **visionary** leadership, a moment to move beyond adaptation and toward transformation.

Our community told us they want more: stronger student readiness for practice, profoundly impactful research, greater advocacy, and meaningful support for our people (faculty, academic teaching staff, staff and students).

This strategy is our response to that call and our commitment to lead us forward from the front.



PILLAR 1

Education

Educate Nurses. Develop Leaders.

We don't just graduate nurses, we educate visionary change makers and innovators. That means innovative education and the best and most experienced educators in the country.

To meet the complexity of today's care environments, students need strong academics, exposure to real-world care, and the opportunity to develop forward-looking perspectives fueled by access to healthcare innovations. Our Faculty needs the capacity, tools, and flexibility to deliver all of this while growing the profession and supporting its people.

This is how we shape a prepared, resilient nursing workforce ready to lead change.



The Faculty gives us more than knowledge; it gives us the confidence to help people and to lead with compassion.”

— UNDERGRADUATE STUDENT



Goal 1.1

Modernize education to meet emerging complexities.

- ▶ Strengthen programs tailored to rural, Indigenous, bilingual, and international learners.
- ▶ Enhance students' critical-thinking, decision-making, and teamwork skills by using simulation, technology, and hybrid delivery to expose them to a diverse range of real world experiences.
- ▶ Continue to evaluate and improve curricula to match emerging trends and healthcare innovations.

Goal 1.2

Maximize practice partnerships.

- ▶ Enhance partnerships with healthcare systems to co-design innovative and flexible clinical placement models that increase the capacity and breadth of experiences for our students.
- ▶ Create robust mentorship and peer support for our students.

Goal 1.3

Empower our educators.

- ▶ Continue to recruit innovators, trailblazers and system-challengers who excel in research/scholarship, while also serving as bold mentors shaping the future of nursing practice.
- ▶ Prioritize leadership development across faculty ranks.
- ▶ Rethink workplace support to boost wellness.

CRITICAL SUCCESS FACTORS

Graduates report an increased level of preparedness and are ready to take on and not only address the challenges of workforce realities, but transcend current problems by re-imagining the future of healthcare.

Faculty and teaching staff report increased satisfaction levels.

U of A graduates report increased employment locally, nationally and internationally.



PILLAR 2

Research

Drive healthcare innovation through research. Create system change.

Our research goes beyond exploration, our research transforms systems. It drives transformation providing knowledge that clinicians need when making decisions and leading change. From optimal aging and women and children’s health to equity and access, mental health, designing novel therapeutic approaches and technology-enabled innovation, this is where research informs practice and policy.

We’re cultivating a bold, and responsive research culture, one that focuses on outcomes that truly matter. There is a growing demand for applied, interdisciplinary research that delivers tangible improvements in patient care, especially for underserved communities and within a system under strain from long wait times, low access and pressures on acute and primary care.

To lead meaningful change, our work must go further, continuing to inform practice and policy, breaking down disciplinary silos, partnering with Indigenous communities and underserved groups, and delivering results that make a difference in people’s lives.

We’re building a community of scholars who are driven to make a tangible impact on healthcare outcomes. That means mentoring researchers from diverse backgrounds, investing in cutting-edge methodologies, and asking bold questions that shape the future of care. This is scholarship that speaks up, and gets heard.



The research happening here is reshaping what nursing can be, turning ideas into impact that improves care at the bedside and across communities.”

— FACULTY MEMBER



Goal 2.1

Drive interdisciplinary research that improves healthcare outcomes & targets the system’s pressure points.

- ▶ Lead cross-campus initiatives tackling optimal aging, child health, mental health, and AI innovations in care.
- ▶ Prioritize applied, scalable solutions that can be implemented across diverse communities and healthcare systems, locally, nationally and internationally.
- ▶ Empower nurses to lead healthcare transformation conversations through evidence-informed insights and policy engagement.

Goal 2.2

Redefine scholarly excellence, not only through reputation, but also through impact.

- ▶ Align research with healthcare priorities and frontline realities to enhance national and global recognition of nursing research leadership.
- ▶ Prioritize the inclusion of AI, digital health, and technology across research programs to drive system-wide innovation while simultaneously aligning with University of Alberta and the College of Health Sciences’ strengths.
- ▶ Design evaluation criteria that value tangible impact on health outcomes and policy alongside scholarly output.

Goal 2.3

Establish a resilient and inclusive research powerhouse for lasting impact.

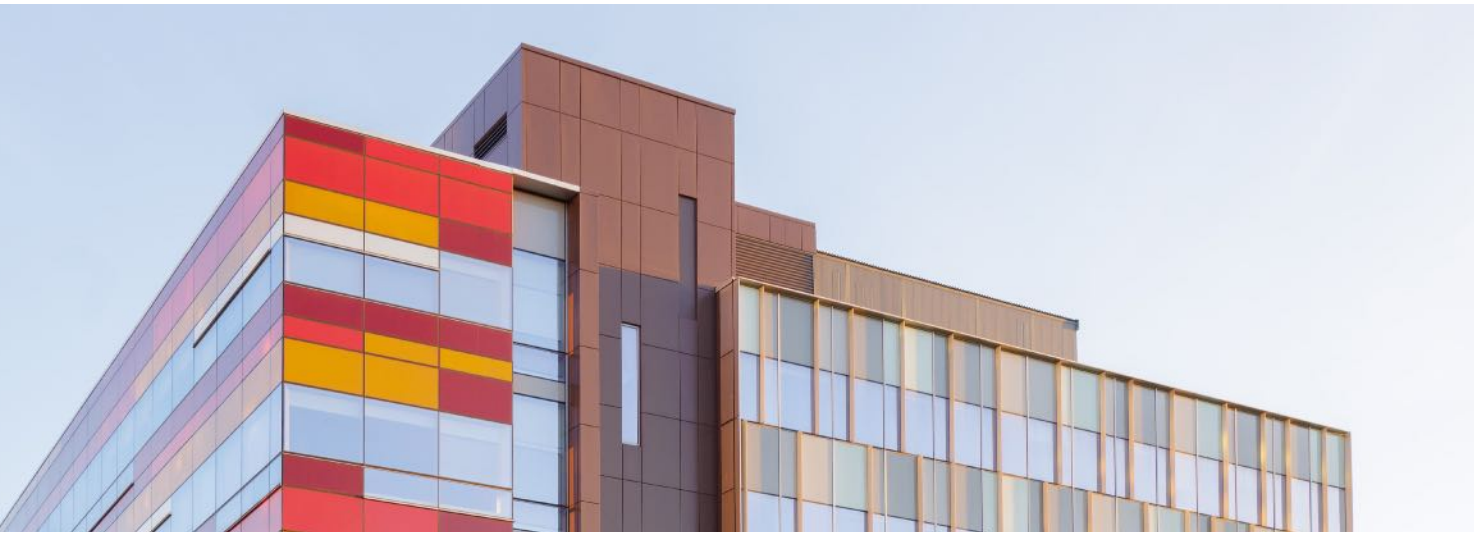
- ▶ Support, retain and attract exceptional researchers to build on existing research strengths, locally, nationally and internationally.
- ▶ Support researchers with tools, infrastructure, and a culture of care.
- ▶ Secure infrastructure for collaborative, community-embedded inquiry.
- ▶ Expand and deepen partnerships with Indigenous communities.
- ▶ Strengthen our research impact.

CRITICAL SUCCESS FACTORS

The University of Alberta’s Faculty of Nursing is a key contributor at provincial, national, and international forums where healthcare innovation, policy, and reform are shaped.

Faculty-led scholarship drives tangible change in healthcare systems and outcomes and is widely disseminated, not only in leading health and medical journals but also in mainstream media outlets, extending our reach and influence.

The Faculty is recognized not only for academic excellence but for its measurable impact on health systems outcomes and policy, locally and globally.



PILLAR 3

Engagement

Attract financial support.
Rally allies and partners.

The transformation we seek will not be achieved in isolation. It will take a network of changemakers, including partners, institutions, governments, and communities in Canada and beyond, working together toward **bold, shared goals**.

Whether through education, research, service or advocacy, our impact will grow when we lead with others. And in doing so, we'll redefine what collaboration in healthcare can look like.



What excites me most is the Faculty’s ability to connect with community and partners in ways that inspire confidence and collaboration.”

— DONOR



Goal 3.1

Build new revenue streams.

- ▶ Explore professional education, global online offerings, new electives and offerings (certificates, microcredentials).
- ▶ Strengthen philanthropic investment tied to funding priorities.
- ▶ Treat advancement as a strategic driver, securing a larger share of investment, and when possible, aligning research with major philanthropic and funding opportunities.

Goal 3.2

Elevate existing partnerships.

- ▶ Celebrate existing philanthropic funding partners and explore new funding opportunities locally, nationally and internationally.
- ▶ Further strengthen academic partnerships within the College of Health Sciences, the University of Alberta, polytechnics, colleges, and rural partners.
- ▶ Enhance relationships with student governing bodies.



CRITICAL SUCCESS FACTORS

The Faculty aligns with the mission and vision of the University of Alberta, and the Faculty has an impactful voice in the College of Health Sciences.

Annual attraction of funds from alumni, partners, corporate supporters and major foundations increases yearly.

The faculty generates new revenue from previously untapped sources.

Student representation on faculty initiatives increases.





The Close

This plan is about clarity of purpose. We educate future nurse leaders. We do research that transforms lives and systems. And we know that to transform healthcare, we need more than collaborators; we need champions for change, who will stand alongside us and amplify the critical role of nurses and nursing education.

THE FACULTY OF NURSING WILL BE KNOWN FOR:

Courage

Competence, confidence and a willingness to ask and answer the tough questions.

Change

Research that drives healthcare improvements.

Champions

Partners and allies who are willing to represent a shared change agenda.

Capital

The Faculty of the future will secure new financial sources to fund excellence in nursing education, research and practice.

This Faculty will graduate extraordinary nurses who are more than knowledgeable.

U of A educated nurses will be:

CHANGEMAKERS

U of A nursing graduates are known for their vision, excellence and willingness to enhance healthcare systems wherever they work.

SYSTEMS THINKERS

Professionals who seize opportunities to support healthcare and reimagine systems that deliver care.

INNOVATORS

U of A graduates will understand the power of healthcare provision through technology and will increase their sphere of influence and expertise.

INFLUENTIAL PROFESSIONALS

The ability to support patients, families and communities with knowledge, skill, compassion and empathy, coupled with an ability to enhance nursing’s impact.



This plan acknowledges the challenges ahead and clarifies our intention to meet them head-on. We have the people, the vision, and the responsibility to lead authentic, lasting change in nursing education, research, practice and system innovation. Our work begins now. In the months ahead, internal teams will translate this strategy into focused year-over-year work plans that reflect our shared priorities and bring this vision to life. Faculty, academic teaching staff and staff will champion these actions, track progress, and adjust the course as needed. This is not a plan to be completed and shelved; it will be revisited regularly, refined through reflection, and reassessed over the next five years to ensure we continue moving with purpose, clarity, and impact.



COLLEGE OF HEALTH SCIENCES
Faculty of Nursing

Level 3, Dianne and Irving Kipnes Health Research Institute
11405 87 Avenue, University of Alberta
Edmonton, Alberta T6G 1C9

Phone: (780) 492-8089

Toll-free: (888) 492-8089

Fax: (780) 492-2551



**UNIVERSITY
OF ALBERTA**

www.ualberta.ca/nursing