I very much appreciate the opportunity to share my vision statement with members of the University of Regina, including constituents in the Faculty of Nursing. The vision I present is based on the University of Regina’s strategic plan: Peyak aski kikawinaw (Together We Are Stronger). This vision is a starting point (a catalyst really) for a thorough discussion among members of the Faculty of Nursing (students, support staff, faculty, alumnae, and administrators). Envisioning the future of the Faculty of Nursing warrants consultation, participation, and partnership among those with a vested interest in it. Together, we are stronger.

In brief, the University’s strategic plan makes clear its priorities from 2015 to 2020. Priorities include: commitment to student success; research that has impact; and commitment to our communities. Two areas inform and shape these priorities; indigenization and sustainability. And, of course, whatever is envisioned must be realized within the context of Saskatchewan’s economic health and that of the University; hence, the need for strategic initiatives tempered by fiscal reality.

Commitment to Student Success

The following initiatives reflect a commitment to student success in the Faculty of Nursing. I highlight the following:

- **Nursing Boot Camp.** Fosters not only engagement of first year nursing students, but this initiative should develop a sense of commitment to nursing among these students. Importantly, the value-added substantive content will support students to be successful in their studies. Boot Camp is possible through a partnership with the Student Success Centre, University of Regina. It is offered in Regina, Saskatoon, and Swift Current.

- **Nursing Undergraduate Research Internship Program (NURIP).** The genesis of NURIP was URIP (Undergraduate Research Internship Program). A faculty member will provide leadership in the development and re-positioning of this initiative. I anticipate that 4 or 5 undergraduate nursing students (Saskatchewan Collaborative Bachelor of Science in Nursing, SCBScN) will secure summer employment as research assistants in the Faculty of Nursing. These interns would be available to nursing faculty during the summer months; a cost-recovery model for faculty with research funding will likely be developed. Potential linkages with the Manitoba Centre for Nursing and Health Research (MCNHR; College of Nursing, University of Manitoba) [See: http://www.istest.cctest.umanitoba.ca/healthsciences/nursing/mcnhr ] will benefit
NURIP research interns through sharing of curriculum, webinars, and pod-casts. In addition, the students will be mentored and participate in research conducted within the Regina Qu’Appelle Health Region. While the initiative will be piloted in Regina, I also foresee undergraduate research interns in Saskatoon.

- **Nursing Skills Laboratory.** The Faculty of Nursing established a skills lab in the Education Building (3rd floor). The original vision had the lab providing support to CNUR (nursing) courses. However, and recently, the Faculty of Nursing hired a faculty member to provide leadership vis-a-vis the direction of the skills lab. A vision is unfolding whereby the lab has the potential to become a centre of excellence for student learning and support, including remediation. The presence of virtual simulation technology (perhaps piloted in 2015-2016) will foster not only mastery of technology, but provide students with a virtual reality that will develop clinical reasoning skills, competence, and confidence. There is an opportunity to explore the possible integration of virtual simulation more extensively throughout the SCBScN curriculum.

- **After Degree Entry Program (ADEP).** The notion of a second degree entry option has received endorsement by the Program Administrative Committee (SCBScN program). A feasibility study was recently conducted by the University of Regina (final version forthcoming). The ADEP is a very important initiative, not only to the Faculty of Nursing, but to the University of Regina and the Saskatchewan Polytechnic. ADEP can serve to fill seats vacated through attrition. Whereas substantial tuition is lost through the attrition of first year students, ADEP can *reclaim* a good portion of this lost tuition, i.e., create a program option to fill vacant seats. Importantly, and in terms of student success, this after degree program will be attractive to prospective students who wish to make a career change. Given the presence of our accelerated option in the SCBScN, ADEP students can complete their program of studies in two calendar years. Thus, in a period of 4 years, 2 cohorts of ADEP students would graduate and enter into the RN workforce.

- **Continue the Canadian Nursing Doctorate Network Annual Conference.** This is the only venue in Canada whereby PhD (or EDD, DNP [doctorate of nursing practice], or DNS [doctorate of nursing science] students can gather to share their research ideas and experiences, regardless of where they are on their journeys (pre-proposal to post-defence). Students will benefit from the workshops and sessions delivered by accomplished researchers and scholars from within the nursing academy. In terms of funding this initiative, the future goal is to have sponsorship and/or external funding sources to cover most of the costs.

- **Aboriginal Nursing Students Achievement Program (ANSAP), and the Aboriginal Support Coordinator (Faculty of Nursing).** Although there is evidence that Aboriginal students in the SCBScN are demonstrating success, we are only at 50% of capacity (n=102) with respect to our equity seats. I would like to challenge ANSAP and our
Aboriginal Support Coordinator to at least *double* the number of Aboriginal students over the next three to five years. Such efforts would enable the collaborative to achieve our goal to have 16% of our student body constituted by Aboriginal students. The focus will be on recruitment and retention of Aboriginal students in the SCBScN. Consider also sponsoring at least two Aboriginal students to attend the annual meeting of the Aboriginal Nurses Association of Canada.

- **Concentrations for Electives in the SCBScN.** Develop and offer “course bundles” that present students with the opportunity to obtain a concentration in a particular faculty, department, or unit. For example, the Dean’s Office is working with the Faculty of Fine Arts to establish a bundle of courses that SCBScN students could take as their electives on-site in Regina or at a distance (for students in Saskatoon and/or Swift Current). This bundle concept could also be applied to the Faculty of Business, the Department of Psychology, the Faculty of Social Work, Campion College, Luther College, and First Nations University of Canada.

**Research that has Impact**

The Faculty has invested considerable energy and effort in mounting two major programs since its inception; the SCBScN and the CNPP. Although faculty have demonstrated research success individually, a more systematic approach to research within the Faculty of Nursing is warranted.

- **Research Connections with Health Regions.** Foster connections and potential partnerships between nursing faculty (researchers) and nurse clinicians in the Regina Qu’Appelle Health Region, the Saskatoon Health Region, and the Cypress Health Region. Dr. Joan Wagner will serve as Coordinator, Research and Scholarship Development in the Faculty of Nursing. She will work closely with the Associate Dean (Graduate Programs and Research) and consult with Dr. Ann-Marie Urban and the NURIP initiative.

- **Nursing and Health Research Unit.** Explore the possibility of establishing a nursing and health unit within the Faculty of Nursing and/or in partnership with (a) existing research centres or (b) with departments that do not have a dedicated research unit. Also consider the possibility of synergies with the Manitoba Centre for Nursing and Health Research (MCNHR), College of Nursing, University of Manitoba.

- **Establish a Research Chair in Aboriginal Health.** Consider a non-traditional research chair, i.e., “Research in Action: Chair, Translational Knowledge in Aboriginal Health and Wellness.” Possible funding from provincial-level non-governmental organizations such as the Canadian Cancer Society, the Canadian Diabetes Association, the Heart and Stroke Foundation, and the Canadian Mental Health Association. SHRF will provide matching funds ($500,000). One or two of these NGOs could direct $500,000 to $1 million over five years. This approach mirrors the very successful partnership between
the University of Saskatchewan (College of Medicine) and the Alzheimer’s Society of Canada (Saskatchewan branch).

- **Establishment of a PhD Program in Nursing.** Once the Faculty of Nursing has filled all of its tenure track (professorial) positions (n=15), then it makes sense to consider the possibility of a PhD program in nursing. This program would provide faculty with PhD students and have a positive impact on research productivity within the Faculty of Nursing. Consider an innovative and creative PhD program, i.e., an escalator program in which a baccalaureate prepared registered nurse moves through an intensive PhD program within four years.

- **Foster Research Connections at the University of Regina.** Encourage and support faculty in their efforts to participate in identified research clusters at the University of Regina.

**Commitment to our Communities**

The Faculty of Nursing is fortunate to have multiple communities of interest. In this next section, I highlight some initiatives that will foster partnerships and connections between the Faculty of Nursing and communities within Saskatchewan.

- **Swift Current.** Deliver the last two years of the SCBScN to nursing students in Swift Current. To date, the SCBScN has delivered Years I and II of our program. We are now poised to offer Year III in the 2015/2016 academic year. The model of delivery in place is modest in cost, but maximizes effectiveness. Continue to foster the positive relationships among the four partners: Faculty of Nursing, Saskatchewan Polytechnic, Great Plains College, and the Cypress Health Region.

- **North Battleford.** Continue the discussions with prospective distant-site partners in North Battleford including North West Regional College (NWRC) and the Prairie North Health Region.

- **Provincial Aboriginal Advisory Council.** Foster partnerships between Aboriginal communities in Saskatchewan and the Faculty of Nursing through the presence of this council.

- **Aboriginal Nursing: First Nations University.** Engage FNU in discussions about the possibility of a concentration or certificate in Aboriginal Nursing, i.e., 12 credits offered by FNU including: Indigenous Health Studies (INHS 100), Urban Aboriginal Nursing, Aboriginal Nursing in First Nations Communities, and a relevant elective offered by FNU. The certificate or concentration would be noted on SCBScN students’ transcripts. Consider the possibility of also having this initiative in Saskatoon and/or Prince Albert.

- **Bilingual Option within the SCBScN.** Continue work on establishing a French-language option in the SCBScN. Entails a partnership among the Faculty of Nursing (University of
Regina), the School of Nursing (Saskatchewan Polytechnic), Institute français, and the School of Nursing, Laurentian University. Market study has been completed and justifies this option within Saskatchewan (and in Regina). Ensure capture of federal dollars to support this initiative. The Bilingual Advisory Council met for the first time in the winter 2014; continue seeking input from this advisory council.

- **Clinical Nurse Specialist Option in the CNPP.** Explore the feasibility and market need for clinical nurse specialists in Saskatchewan.

- **Midwifery Education Program.** The Faculty of Nursing will submit a concept proposal for a midwifery program (undergraduate degree) to Advanced Education in February 2015.

- **Master of Midwifery.** Canadian midwives who wish to pursue their master’s degree must enrol in programs outside of Canada. This proposed program, offered online, would meet a demand for graduate-level education among midwives in Canada. The University of Regina would be the first University in Canada to offer such programming.

- **Space Needs.** The Faculty of Nursing has worked closely with Facilities Management and others to actualize our space needs. Any further growth in the Faculty of Nursing (faculty, support staff) will require additional space at the University of Regina. In Saskatoon, faculty and support staff are located at the Saskatchewan Polytechnic site. The Faculty is certainly appreciative of the efforts put forth by Sask Polytech to accommodate our needs. However, our space needs are outstripping available capacity at Sask Polytech. The Faculty of Social Work will need to consider future space needs as its lease will soon expire at Innovation Place in Saskatoon. There may be an opportunity to consider a more formalized “University of Regina Campus, Saskatoon” in the not too distant future.