

# Advancing Nursing and Health Care

EDUCATION | RESEARCH | PARTNERSHIP



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



**Nursing**  
University of Windsor



## Land Acknowledgement

The University of Windsor sits on the traditional territory of the Three Fires Confederacy of First Nations, which includes the Ojibwa, the Odawa, and the Potawatomi, which is on Treaty 2 and 35 territories. We respect the longstanding relationships with First Nations people in this place in the 100-mile Windsor-Essex peninsula and the straits – les détroits – of Detroit.



## Steering Committee Members

A Steering Committee was convened to support the process by providing input and feedback. We acknowledge their time and dedication to shaping the future of the Faculty of Nursing.

**Emily Bohdal**, RN, MN, PHC-NP, PhD (student)  
Sessional Instructor, Faculty of Nursing  
President, Graduate Nursing Society

**Noeman A. Mirza**, RN, PhD  
Associate Professor

**Madison Broadbent**, RN, MScN, PhD (student)  
Sessional Instructor

**Karen Momotiuk Chapman**, BA, LL.B  
Senior Development Officer

**Debra Charron**, RN, MN  
Sessional Lecturer

**Sherry Morrell**, NP, MClSc - wound healing, PhD  
Assistant Professor, NP Graduate Coordinator  
Consortium RN Prescribing Co-lead

**Edward V. Cruz**, RN, PhD, CCNE, FCAN  
Associate Dean, Undergraduate Programs

**Kathryn A. Pfaff**, RN, PhD  
Associate Dean, Graduate Programs and Research

**Laurie Freeman**, RN, MSN, PhD  
Associate Professor

**Andrea Reddam**, RN, MN  
Manager, Finance and Administration

**Susan Fox**, RN, MScN, PhD  
Associate Dean and Associate Professor

**Keirsten Smith**  
BScN Student

**Joy Lesperance**  
Secretary to the Dean

**Eric Tanlaka**, RN, MScN, PhD  
Assistant Professor

**Gam Macasaet**, BA  
Communications Coordinator

**Sara Williams**, RN, MN, PhD (student)  
Indigenous Curriculum and Pedagogy Advisor

## Message from the Dean



I am thrilled to move forward with an ambitious new strategic plan for the Faculty of Nursing. This will guide our future as we create a significant impact in nursing education, practice, research, and health of our community.

Now that the new University of Windsor Strategic Plan, *Aspire*, is in place, it was the perfect time to reflect on the amazing work happening in our own faculty and look forward to the future!

Since February 2024, we have been engaging our students, staff, faculty, and community partners in the evolution of nursing at the University of Windsor. Having heard from hundreds of individuals and collected over 6,100 data points, ideas, and suggestions, we have run a robust and inclusive process. This comprehensive approach was supported by a collaborative steering committee that helped refine ideas, provide feedback, and shape the course of our path forward. I thank them for their time, energy, and expertise in advancing this planning process and the resulting strategic plan.

This plan was built on the foundation of our faculty's hard work over the past years. Recently, our Nurse Practitioner faculty members successfully launched a provincial *RN Prescribing Education Program*, the first of its kind in Ontario. We strengthened our research capacity and impact with a new internal research chair and a research-based master's program. Our nursing students completed over 250,000 hours of clinical placements - supporting healthcare in our community and beyond. Nursing students represented over 25% of all community placement hours for the entire University. We have a lot to be proud of and are excited to share our stories with the world.

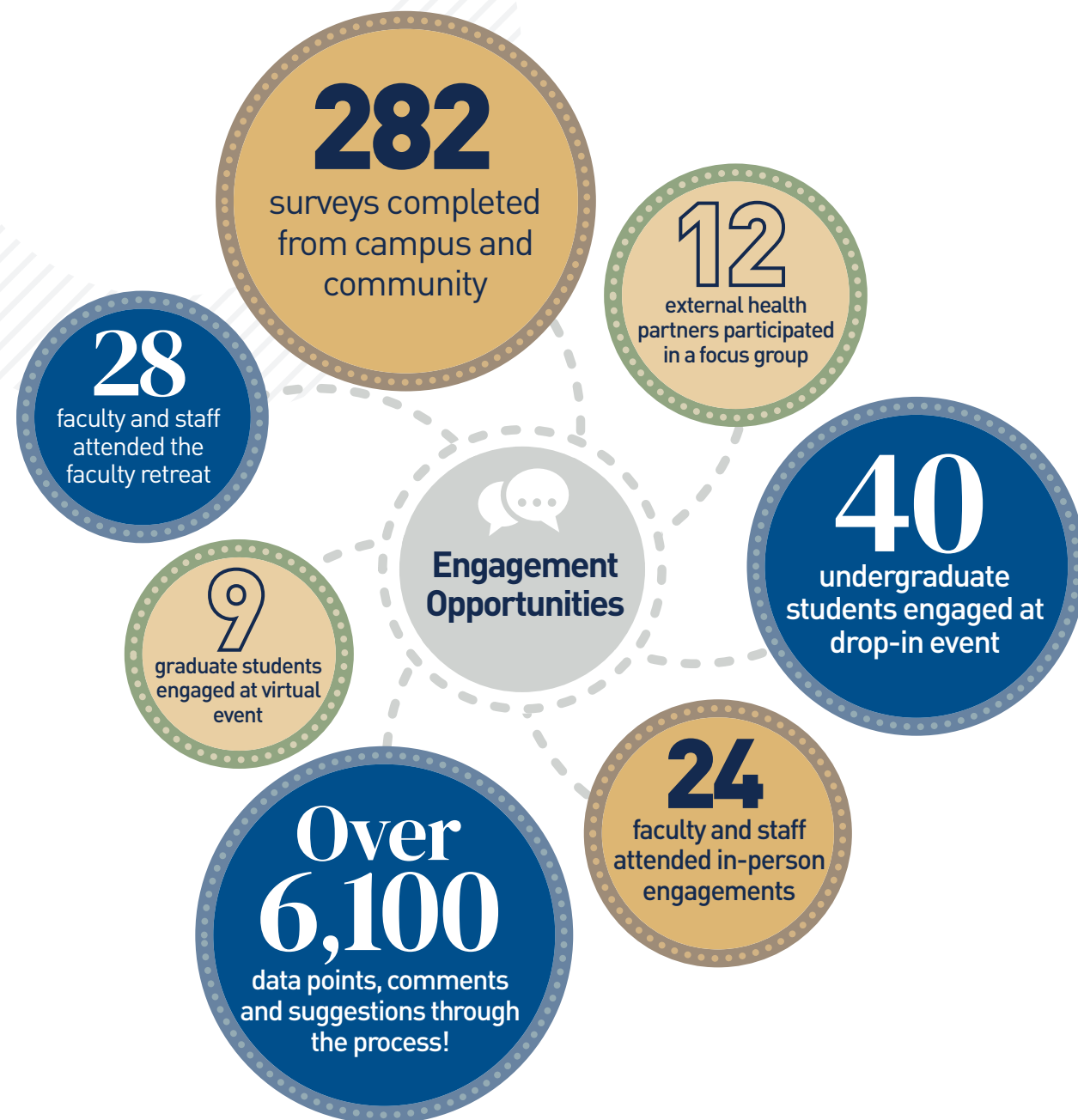
This new strategic plan, *Advancing Nursing and Health Care: Education, Research and Partnership*, features a refreshed faculty mission, vision, and values that align with the principles of the University's institutional strategic plan. From these core elements, six strategic priorities have been identified that will help boldly move the Faculty of Nursing forward. The priorities will influence and guide the Faculty of Nursing's decision-making over the next five years and beginning its implementation in 2025.

We view this important work not as the end of our conversations but rather the beginning of meaningful new ones. We hope you will continue to collaborate and help us celebrate our success while joining us in our bright, shared future.

**Debbie Sheppard-LeMoine, PhD**  
Dean, Faculty of Nursing  
University of Windsor

## About the Process

Starting in February of 2024 we began an ambitious engagement effort of our faculty. We wanted to hear from all members of our community and give opportunities for input and insights on the future of the Faculty of Nursing. Below is a summary of that engagement.



## Mission

To advance the health and well-being of individuals, families, communities, and populations through excellence in nursing education, innovative research and scholarship, evidence informed professional practice, and equitable relationships.

## Vision

Leading the future of nursing education, research, and practice through collaborative, innovative, and transformational endeavours that have a global impact.



## Defining Our Values



### Achieving Nursing Excellence and Professionalism

We are dedicated to upholding the highest standards of nursing practice and education. Our commitment to excellence is reflected in our rigorous academic programs, evidence-based practice, certifications, alignment with core competencies, and ongoing professional development. By fostering a culture of accountability, ethical practice, flexibility, and lifelong learning, we ensure that our graduates are equipped to provide exemplary care and lead with integrity within healthcare systems.



### Advancing Equity, Diversity, and Inclusion

We are committed to fostering a learning and working environment that embraces and celebrates diversity in all its forms. We strive to dismantle systemic barriers and promote health, equity, social justice, and decolonization by integrating inclusive practices into our curriculum, research, and clinical practice. Our goal is to create a space where everyone feels respected, valued, and empowered to contribute their unique perspectives to the learning, education, and research spaces we share.



### Being Proactive

We aim to anticipate and address challenges in healthcare by fostering a culture of innovation and continuous improvement. By staying ahead of emerging trends and adapting to changes in the healthcare landscape, we prepare our students to become forward-thinking leaders. Our proactive approach ensures that we provide impactful education and research and deliver high-quality care that meets the evolving needs of our communities.



### Building Relationships

We cultivate partnerships with students, faculty, healthcare professionals, alumni, and the community to have strategic conversations which lead to strategic actions. We will build on this integrated network of partnerships through open communication and mutual respect to foster an environment where collaboration thrives, enhancing learning and improving patient care.



### Continuing Our Journey of Reconciliation and Indigenization

Recognizing the journey to reconciliation is not linear but involves acknowledging our truths while initiating and restoring relations with First Nations, Inuit, and Métis communities. With consultation, the Faculty of Nursing has begun to weave Indigenous pedagogies and ways of knowing into our curriculum. We are committed to continuing and leading this practice at the University of Windsor. We will continue to seek equitable and reciprocal ways to collaborate with First Nations, Inuit, and Métis communities to guide our practice, scholarship, research, and curriculum moving forward.



### Supporting A People-Centred Culture

Our approach to nursing education and practice prioritizes the needs, preferences, and values of individuals, families, groups, and communities. We recognize the importance of holistic care that respects and responds to the physical, emotional, social, spiritual, and health needs of all people—staff, students, faculty, and patients. By placing the person at the heart of our work, we foster compassionate relationships that promote well-being on and off campus.



“ I love telling people I am going to be a nurse. ”  
– student

“ How can we collaborate more? ”  
– community health care partner

“ Prioritize big ideas. ”  
– alumni

“ We need to meet students where they are. ”  
– faculty member

## Strategic Priorities

Throughout the planning process, six priority areas with activities were identified that align with advancing the Faculty’s Mission, Vision, and Values.



### Educating Nurses for the Future of Health Care

Preparing nurses for the realities of the profession and the future of health care is our core purpose. Ensuring nursing education is inclusively aligned with professional competencies as well as critical trends from local, regional, and international nursing practices is vital. Incorporating student voices and feedback into our planning and implementation processes is essential to providing the best possible learning experience in our faculty. The development of innovative programs and the growth of existing programs are critical factors in ensuring the faculty’s sustainability while also justifying infrastructure improvements.

#### Prioritized Activities

- Enhance student support and ensure their voices are heard.
- Implement enrollment and program growth strategies.
- Continue to uphold the calls to action proposed by the Truth and Reconciliation Commission.



### Engaging Communities

Building on the faculty’s existing strong relationships with communities on and off campus, we aim to deepen engagement with new partners for the Faculty of Nursing. Engaging our alumni and community members to facilitate new partnerships and create opportunities for our students and faculty is key. Leveraging our strategic location in the city and region to explore cross-border and community-based partnerships is seen as an opportunity for innovative teaching, research, and scholarships, while also positively impacting communities and improving health, both locally and globally.

#### Prioritized Activities

- Continuing “Dean’s Intentional Conversations”.
- Enhance alumni and fund development activities to attract support from donors and community partnerships.
- Fostering cross-border relationships.
- Strengthen alumni engagement.



### Fostering Research Culture

Growing the research impact of the Faculty of Nursing is a critical part of this new strategic plan. Building a deeper and more productive research culture requires proactive actions. Creating space and support for additional research activities is important to this process and needs to be modeled by leaders in the faculty. Expanding student research opportunities was also seen as a way to enhance the student experience and promote growth.

#### Prioritized Activities

- Create space for research within the faculty.
- Develop incentives to support research and grant-writing activities while also providing support for graduate research.
- Establish a set of research priorities within and across faculties.

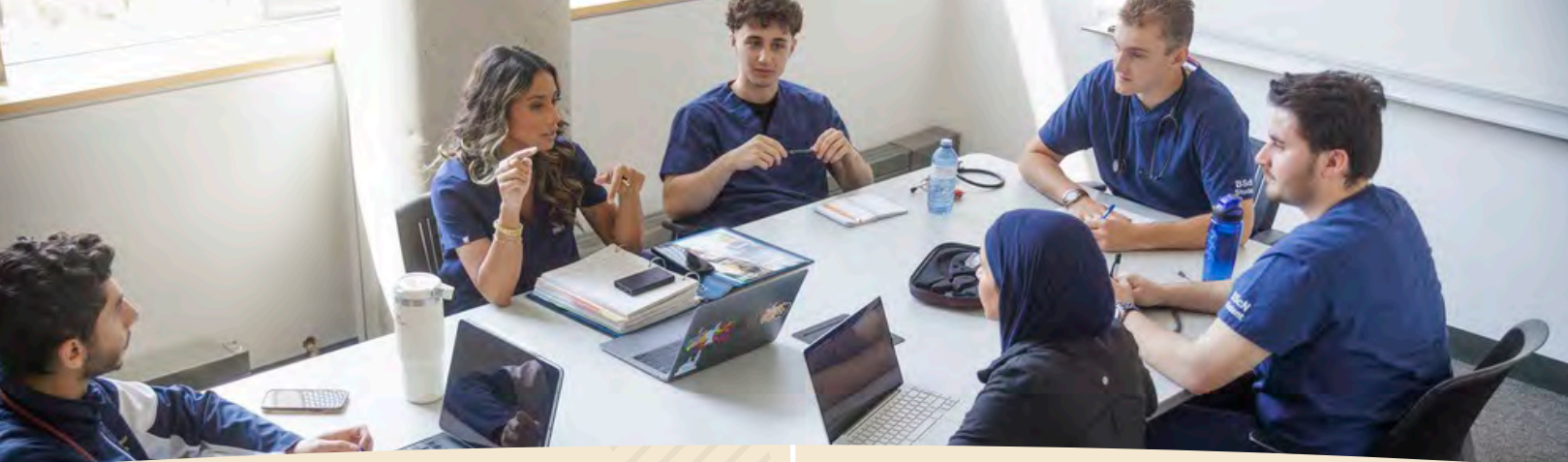


### People-Centred Work and Education

The success of the Faculty of Nursing is built on the dedicated individuals who work, teach, and learn here. Centering people’s work and education was identified as a critical element of our plan. Across campus, work-life balance is a challenge, and maintaining balance and professional satisfaction is important. We must take initiative to take on new ventures and be open to changing old ones. We want to establish clear and consistent guidelines in our work as an important first step. Ensuring there are supports and inclusive opportunities for students is also essential.

#### Prioritized Activities

- Establish a culture of balance through internal policy and process changes.
- Implement operational planning of strategic goals, tracking, and role and responsibility mapping.



### Storytelling, Branding and Visibility

Throughout the consultation process, a strong emphasis was placed on building a sense of community, connection, and celebrating the faculty's accomplishments. Telling the Faculty of Nursing's story in a consistent and visible manner is critical moving forward. Enabling faculty, staff, and students to build connections with one another and be recognized for their achievements was identified as important. Establishing a brand for UWindsor Nursing and taking ownership of the faculty's successes is a priority.

#### Prioritized Activities

- Faculty of Nursing branding including classrooms, laboratory, and learning environment spaces.
- Faculty of Nursing Impact Report.



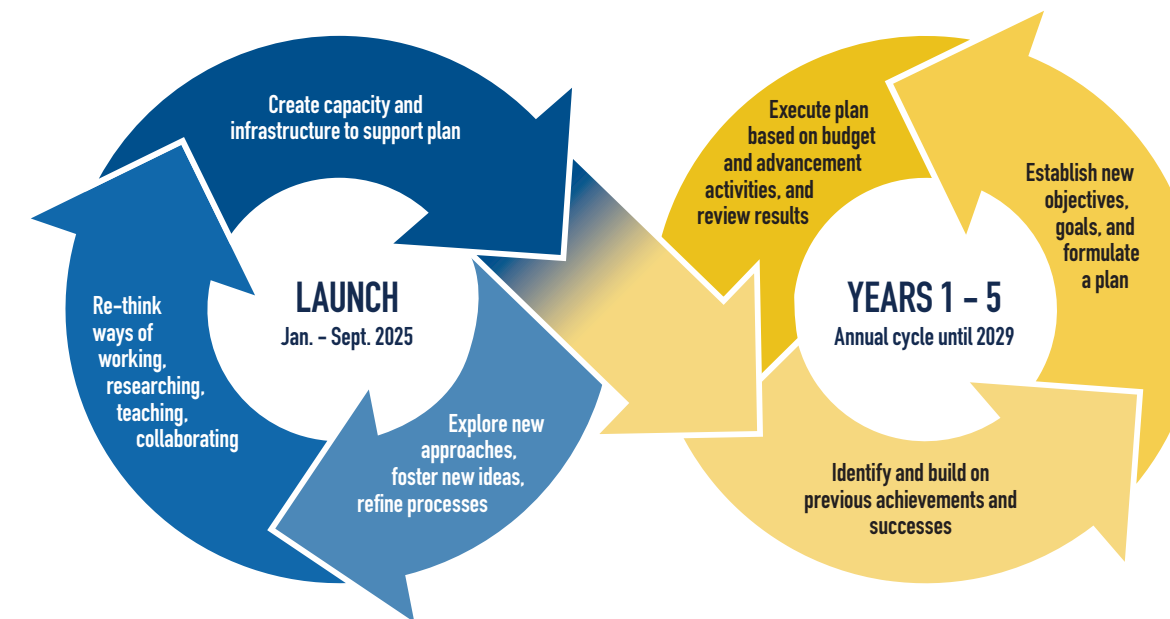
### Technology, Infrastructure and Space

The renewal of spaces, infrastructure, and technology were common themes from faculty and staff. This requires a significant capital investment that will take years to align and prepare, but several smaller projects and assessments have been identified that could help reposition the faculty as additional explorations around future growth takes place. Ensuring that our labs and classrooms are equipped with the latest equipment and technology while creating inclusive spaces for nursing students to gather was highlighted throughout the process and has already begun.

#### Prioritized Activities

- Conduct an infrastructure audit as a basis for future growth plans and revenue generation.
- Ongoing technology and equipment renewal.

## The Pathway Forward



Scheduled to roll out in January 2025 and remain active for the next five years, this plan will be introduced gradually, allowing us to take thoughtful steps and make evaluations as we move forward. With over 50 objectives and priorities identified through our engagement process, the plan will be implemented by the Faculty of Nursing in stages over the next five years, beginning with what we refer to as the Launch Phase.

The Launch Phase will span from January until the start of the academic year in September 2025. During this eight-month period, we will have the opportunity to explore new approaches, refine processes, and introduce fresh ideas. While this period may bring change, we see it as an opportunity to adapt to new ways of working, researching, teaching, learning, and collaborating. The primary focus will be on creating the necessary capacity and infrastructure to support the plan's activities long term.

As we approach the 2025-26 academic year, we will enter the next phase—Academic Year 1. Aligning our work with the academic calendar provides an opportunity for meaningful impact, while also allowing us to coordinate our activities with a predictable cycle. Each new academic year will represent a fresh plan year, building on previous achievements with new objectives and goals. This structure will also enable the integration of budget and advancement activities to help support the plan and its initiatives.

This plan is a living document and will be regularly monitored, with progress reports on timelines and objectives presented at faculty council every six months. Additionally, annual impact reports will be released each summer to highlight the positive progress of the Faculty of Nursing.

Together we are better and now is our time to shine brighter into the future.



## Nursing

University of Windsor

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