



**Canadian Nursing Students' Association**  
**Association des Étudiant(e)s Infirmier(ère)s du Canada**  
Nursing : Change, Challenge & Choice  
Sciences Infirmières : Développement, Défi & Décision

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**NATIONAL ASSEMBLY 2006**  
**CANADIAN NURSING STUDENTS' ASSOCIATION**  
**STRATEGIC PLAN 2006-2010**



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## Executive Summary

The Canadian Nursing Students' Association (CNSA) is the national voice of nursing students in Canada. For over thirty years, CNSA has represented the interests of nursing students to federal and provincial/territorial governments and other nursing organizations. CNSA members have the opportunity to interact with other nursing students on educational, professional and social levels.

In May 2005, the CNSA Board of Directors embarked on the development of the first-ever five year strategic plan. This plan provides CNSA members, faculty members, and all key nursing and healthcare stakeholders with a document that clearly outlines the values, strengths, challenges and opportunities of the Association. It will serve as a guiding tool from 2006-2010 with evaluation of activities occurring throughout.

Nursing students can contribute to the current and future initiatives that are occurring in the nursing and healthcare arenas. CNSA is the avenue that students can use to contribute and become involved.

We believe that this thorough plan will assist the association to have a greater positive impact on the nursing profession and on future nurses.

CNSA Board of Directors  
2005-2006



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## OUR MISSION

The Canadian Nursing Students' Association (CNSA) is the national voice of Canadian nursing students. Our goal is to increase the legal, ethical, professional, and educational aspects, which are an integral part of nursing. CNSA is actively dedicated to the positive promotion of nurses and the nursing profession as a whole.

## OUR VISION

The vision for the association includes the concepts/goals of Professionalism, Leadership, Visibility, Education and Advocacy.

## OUR VALUES

- Accountability
- Appreciation of knowledge
- Collegial communication
- Compassion
- Cultural sensitive to the Canadian and all cultures
- Diversity
- Education
- Fostering leadership and advocacy
- Inclusive
- Integrity
- Teamwork

## OUR OBJECTIVES

1. Provide a communication link among nursing students across Canada, recognizing the specific language needs of our bilingual country.
2. Act as the official voice of nursing students.
3. Provide a medium through which members can express their opinions on nursing issues.
4. Encourage participation in professional and liberal education.
5. Provide a liaison with other organizations concerned with nursing.
6. Increase the awareness of both the existence of and the need for nursing research.

## OUR STRENGTHS

*These can be strengthened as we strive to meet our goals*

- Ability to react and be proactive
- Bilingualism
- Committed, dedicated and motivated individuals
- Evidence-Based practice
- Forward thinking and cognisant of past practices
- Innovative and creative ideas
- Interdisciplinary educational involvement
- Student advocacy
- Transparency and accountability to members



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## OUR INTERNAL CHALLENGES

*These challenges need to be addressed to assist us in reaching our goals*

- Bilingualism
- Communication practices
- Continuity related to the brief time in college/university
- Diversity in representation
- Financial resources
- Inconsistent membership fee collection method
- Limited understanding of the variations of nursing programs in Canada
- Member involvement outside of the Board of Director and National Assembly positions
- Resources for advocacy efforts

## OUR EXTERNAL CHALLENGES

*These challenges need to be addressed to assist us in reaching our goals*

- Awareness and documentation of what CNSA has accomplished
- Image of the association
- “Student” perception of effectiveness
- Support and appreciation for efforts by stakeholders

## OUR OPPORTUNITIES

*These opportunities can assist us as we pursue our goals*

- Ability to expand our scope of influence
- Ability to include graduate nursing students, Post-RN students, and practical nursing students and registered psychiatric nursing students
- Collaborate in the creation of an International Nursing Students' Association
- Create a broader membership base with increased diversity
- Create a stronger national nursing voice
- Create and strengthen opportunities that are available to all members
- Promote the CNSA image
- Strengthen the association financially, professionally and systematically



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**KEY DEFINITIONS**

**SYSTEMS**

Refers to the actual functioning body/roles of the all CNSA members, National Assembly, Regional Executives, Board of Directors and Executive Officers.

**ADVOCACY**

The policies and programs which are currently in place or which can be implemented to promote the voice of CNSA.

**RECRUITMENT/RETENTION**

Related to membership, recruitment and retention issues affecting the nursing profession.

**OBJECTIVE #1**

**Provide a communication link among nursing students across Canada, recognizing the specific language needs of our bilingual country.**

	GOALS	ACTIVITIES	OUTCOMES	RESPONSIBILITY	DATES TO BE ACHIEVED
<b>Systems</b>	Accuracy and relevancy of website	Pertinent information regarding CNSA activities and nursing initiatives to be posted.	Students will have up-to-date information so they are aware and can become involved	All CNSA members	2006-2010
		Communication with website manager Cecktor	Items get posted in a timely manner and contract is being followed	Director of Communications	2006-2010
		Oversee the proper translation of new information	The same information is posted on both websites and that all documents are at a proper level of French/ English translation	Director of Translation and Bilingualism	2006-2010



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	GOALS	ACTIVITIES	OUTCOMES	RESPONSIBILITY	DATES TO BE ACHIEVED
		Maintenance of CNSA Discussion board	All postings will have a response	Vice-President	2006-2010
		Roster of CNSA events	Students will have insight about CNSA events that are happening at chapters around the country	All members and Director of Publications and Promotions	September 2007
	Strive to maintain and improve bilingualism in all aspects of the association	Increase funding for translation to allow for all documents to be translated	More documents can be translated professionally	Director of Translation and Bilingualism	January 2007
		Change the French slogan of the association to include the Québec diploma program schools	The new slogan will allow CEGEP students to join CNSA	Québec Regional Director/Director of Bilingualism and Translation	September 2006
	Implement operational practices which will support effective communication both internally and externally	Educational topics to be posted on CNSA discussion board to encourage national communication	Students will discuss and provide insight on issues pertinent to students and nursing	Vice-President  Official Delegates/Associate Delegates to promote to their members	2006-2010
		Bi-monthly BOD Update (internal communication method for all members)	Members will be aware of initiatives that are occurring within the association	Director of Publications and Promotions  Official Delegate/Associate Delegates to promote to their members	2006-2010
		Board of Directors monthly reports be posted on National Assembly Discussion Board	BOD will be held accountable by members	Board of Directors	2006-2010



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	GOALS	ACTIVITIES	OUTCOMES	RESPONSIBILITY	DATES TO BE ACHIEVED
		Generate membership lists to assist with communication	These lists will allow important communiqués to reach all members rather than just the ODs/ADs	Resource Officer and all CNSA members	September 2007
		Monthly article submission to the Canadian Association of Schools of Nursing (CASN) newsletter	Deans, Directors and faculty members will be aware of CNSA initiatives	Director of Publications and Promotions/Director of Communications	2006-2010
<b>Advocacy</b>	Affiliate member status with the Canadian Nurses Association (CNA)	Promote and partake in CNA's Canadian Nursing Portal and implement CNSA membership lists	CNSA members will have access to the Portal and promote it's use	All CNSA members Board of Directors	June 2006 – 2010
		Encourage students to attend CNA's Biennium and Annual General Meetings	Students will gain professional development and CNA will gain from student presence	All CNSA members	June 2006, 2007, 2008, 2009, 2010
		Encourage students to participate in CNA's Leadership convention and Western Leadership Forums and other regional forums	Students will gain professional development and CNA will gain from student presence	Board of Directors	February 2007, 2009 November 2007, 2009



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	GOALS	ACTIVITIES	OUTCOMES	RESPONSIBILITY	DATES TO BE ACHIEVED
	Focus on educational cultures and learning environments	Partnership with the Aboriginal Nurses Association of Canada (A.N.A.C.) to provide opportunities to have Aboriginal nursing students attend conferences	Aboriginal nursing students will become active members of CNSA	President	January 2008
		Partnership with CASN. Mutual Observer status on CNSA and CASN Board of Directors	The two associations will communicate openly and promote collaboration	President	2006-2010
		Communication with the Office of Nursing Policy (ONP) – Health Canada regarding Inter-professional Education for Collaborative Patient-Centred Practice	CNSA will take a leadership role in the promotion and development of IECPCP nationally and internationally	President	2006-2010
<b>Recruitment and Retention</b>	To inform non-member schools about CNSA	Recruitment packages be sent to all non-member schools	Concrete information will be provided to schools to encourage membership	Publications and Promotions Director	September 2007



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	GOALS	ACTIVITIES	OUTCOMES	RESPONSIBILITY	DATES TO BE ACHIEVED
		Gain a student contact at each non-member school and maintain communication	Regional Directors will have contact to better inform non-member schools regarding CNSA initiatives and encourage membership	Regional Directors	January 2009
		Build relationship with CASN faculty members so they can promote CNSA to their students	That more students and faculty will become aware of CNSA and it's initiatives	President and Regional Directors	September 2007
	Increase participation amongst members	Provide Official Delegates/ Associate Delegates information and promotional materials regarding upcoming CNSA conferences	Better promotion of conferences will improve attendance at conferences	Regional conferences: Regional Conference Directors and Regional Directors  National Conference: National Conference Director	September 2006
	To formulate initiatives to examine the issues surrounding membership fees	Incorporation with provincial/ territorial jurisdictions	Have more students as members of provincial/ territorial associations	Regional Directors	September 2007
		Incorporation of memberships fees via referendums at chapter schools	Assist in improving the method and ease of fee collection	Official Delegates and Associate Delegates to assure that students' choice and voice is assured in this process	September 2008
		Inform educators of the barriers and facilitators to collecting membership fees	Educators will have a better understanding of issues pertaining to CNSA fee collection	Regional Directors and Official Delegates/Associate Delegates	2006-2010



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	GOALS	ACTIVITIES	OUTCOMES	RESPONSIBILITY	DATES TO BE ACHIEVED
	To inform nursing students of the different nursing programs and promote these programs	Discuss with graduate nursing programs, Post-RN programs, practical, and psychiatric nursing programs about development of partnership in the association	Have a national nursing student association that literally represents all nursing students	President and Board of Directors	January 2010

**OBJECTIVE #2**

**Act as the official voice of nursing students**

	GOALS	ACTIVITIES	OUTCOMES	RESPONSIBILITY	DATES TO BE ACHIEVED
<b>Systems</b>	Fulfill mandate of National Assembly's decisions	Activities must be in accordance to decisions made by the National Assembly.	That monthly reports available on the National Assembly Discussion board will allow OD/ADs to hold BOD accountable	Board of Directors	2006-2010
		National Assembly to communicate with the Board of Directors when the actions of the Board are not in accordance with decisions by National Assembly	BOD to communicate with National Assembly regarding initiatives	Official Delegates/Associate Delegates	January 2007



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	GOALS	ACTIVITIES	OUTCOMES	RESPONSIBILITY	DATES TO BE ACHEIVED
		An annual Evaluation Tool for National Assembly to evaluate the actions of the Board	Outgoing and incoming BOD will be able to evaluate strengths and weaknesses and reciprocate appropriately	Regional Directors and Official Delegates/Associate Delegates	January 2009
	Be proactive and reactive to situations that have an impact on Canadian nursing students	Generic communication tools to be prepared, which can be adapted to different situations	CNSA can send out press releases when events happen that concern nursing students	Director of Communications	September 2006
		Make CNSA aware of situations so that appropriate actions can be taken	Discussion board can be used to inform students of situations	CNSA members	2006-2010
<b>Advocacy</b>	Maintain communication and involvement with organizations outside of nursing and advocate for nursing	Partnership with the New Health Professionals Network	NHPN has a nursing co-chair position	President	2006-2010
		Encourage students to get involved with the Health Sciences Students Associations	Students become involved in promoting and incorporating nursing into inter-professional education	Regional directors and Official Delegates/Associate Delegates	February 2006
<b>Recruitment and Retention</b>	Act as the nursing student voice on a local, regional, national and international level	Provide Official Delegates/Associate Delegates information to express locally.	CNSA will be better known on a local level	Regional Directors	2006-2010
		Encourage Official Delegates/Associate Delegates to inform their region of local initiatives	Make regional members more aware of initiatives happening at the different chapters	Official Delegates/Associate Delegates	2006-2010



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	GOALS	ACTIVITIES	OUTCOMES	RESPONSIBILITY	DATES TO BE ACHIEVED
		Develop relationships with provincial/regional councils for the schools of nursing via CASN	Further develop the relationship with CASN at the regional councils and encourage regional directors to communicate with the regional councils (ie. invites to regional conferences)	Regional Directors	January 2007
		Maintain communication with provincial/territorial jurisdictions	Promote and encourage student membership in the jurisdictions and provide a means that students can become CNA members	Regional Directors	2006-2010
		Participate in the development of an International Nursing Students' Association (INSA)	CNSA take leadership role in the development of INSA and communicate with other national nursing student leaders	President	September 2008
		Have CNSA representation at the International Council of Nurses (ICN) symposiums	Assure that CNSA has representation at ICN symposiums to promote CNSA, Canada and INSA and to look into funding opportunities	Vice President	May 2009



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## OBJECTIVE #3

Provide a medium through which members can express their opinions on nursing issues.

	GOALS	ACTIVITIES	OUTCOMES	RESPONSIBILITY	DATES TO BE ACHIEVED
<b>Systems</b> <i>(Objective #1 supports this Systems goal)</i>	Necessary structures in place for effective communication practices to increase students' awareness of issues in nursing and other pertinent information	Development and implementation of Rules and Regulations regarding CNSA communication tree	Members will be aware of who to contact in regards to CNSA issues	Bylaws Committee will be in charge of the development  All CNSA members will be responsible for implementation	January 2007
		Promote and partake in letter writing campaigns	Students will activate their voice on pertinent issues	Regional Directors and Official Delegates/Associate Delegates	2006-2010
		Promote and maintain an active Bilingualism committee	That quality French and English in the association are achieved	Director of Translation and Bilingualism	January 2008
<b>Advocacy</b>	Develop key relationships with stakeholders that encourage student input	CNA Affiliate member status and increased involvement and communication with CNA	CNSA and Provincial/ Territorial student members can become CNA members and partake in the Canadian Nursing Portal	President	2006-2010
		Build a relationship with L'ordre des infirmiers et infirmières du Québec (OIIQ)	Québec CNSA member schools communicate and collaborate with OIIQ and their Youth Council	Québec Regional Director	January 2007



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	GOALS	ACTIVITIES	OUTCOMES	RESONSIBILITY	DATES TO BE ACHIEVED
		Reciprocal relationship with CASN	That CNSA and CASN will have an observer status on each other's board and this will strengthen the relationship	President	November 2007
		Build relationship with A.N.A.C. and other groups to promote cultural diversity and their involvement in CNSA	Improve cultural diversity in CNSA and have aboriginal nursing students take leadership roles in CNSA and attend conferences	President	January 2008
<b>Recruitment and Retention</b>	Use CNSA relationships with other key stakeholders as an encouragement to students to become involved	Development of Externships	Develop practical, research, administrative, and/or policy summer nursing positions to foster educational development	Board of Directors	September 2008
		Student attendance at conferences and awareness of conferences	Increase number of CNSA member attendance at CNSA conferences and other external conferences	Vice-President and all CNSA members	2006-2010
		Subscription to Canadian Nurse Journal	Members will be better informed of CNA initiatives and events	President	September 2007



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**OBJECTIVE #4 :**  
**Encourage participation in professional and liberal education**

	GOALS	ACTIVITIES	OUTCOMES	RESONSIBILITY	DATES TO BE ACHIEVED
Systems	Provide information on external conferences and meetings	Database of conferences to be posted on discussion board	Students will use the database to search for opportunities to attend conferences and further their professional development	Vice-President	2006-2010
		CNSA representative at the Canadian Federation of Nurses Unions educational breakfasts	Strengthen relation with CFNU and provide an learning opportunity for a student	President	2006-2010
		CNSA representation at CNA's monthly Knowledge Series forums	Strengthen relation with CNA and provide an learning opportunity for a student	President and all CNSA members	2006-2010



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	GOALS	ACTIVITIES	OUTCOMES	RESPONSIBILITY	DATES TO BE ACHIEVED
Advocacy	Encourage the development for more seats in nursing programs across Canada	Partnership with CASN and provincial and territorial CASN organizations to address this issue	Realize the current climate concerning nursing education and collaborate with CASN to advocate and develop initiatives to respond to the need for more nursing education seats	Vice-President and President	September 2009
	Encourage the integration of cultural diversity - particularly the Aboriginal culture in nursing education	Partnership with A.N.A.C. and CASN to discuss the importance of cultural diversity in education	Realize the current climate concerning cultural diversity in nursing education and collaborate with A.N.A.C. and CASN to advocate and develop initiatives to respond to importance of cultural diversity in nursing education	Vice-President and President	September 2007
	Encourage the development of student memberships in each provincial and territorial nursing jurisdictions	Work with the CNA Board of Directors to address this issue	Communicate with CNA and jurisdictions to collaborate on necessary by-law changes	President	September 2007



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	GOALS	ACTIVITIES	OUTCOMES	RESPONSIBILITY	DATES TO BE ACHIEVED
	Encourage participation in other nursing associations	Provide sign up and links online	Students will become members of other nursing associations and interest groups	Director of Communications	September 2008
		Encourage CNA Associate Groups to have student membership	Promote the benefits of nursing students to the associate groups and promote to the students the different associate groups	President	September 2007
<b>Recruitment and Retention</b>	Develop tools to promote nursing as a profession as a opportunity	CNSA Video	To be shown as schools a retention tool	Publications and Promotions Director	September 2007
			Develop a recruitment video that promotes culturally diversity in nursing		



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**OBJECTIVE #5**

**Provide a liaison with other organizations concerned with nursing**

	<b>GOALS</b>	<b>ACTIVITIES</b>	<b>OUTCOMES</b>	<b>RESPONSIBILITY</b>	<b>DATES TO BE ACHIEVED</b>
<b>Systems</b>	Communicate with organizations about CNSA's initiatives and who we are	Each Board of Directors' position be provided with a list of organizations to contact upon beginning of term and maintain communication during their mandate	CNSA will strengthen and develop new relationships by encouraging communication with organizations. ODs/ADs will be encouraged to do same introductions letter on a local level	Board of Directors	2006-2010
<b>Advocacy</b>	Partnership with interdisciplinary associations who need to be concerned with nursing. Encourage nursing students to become involved	Continue partnership with New Health Professionals Network and build partnership with the other Health Sciences Students' Associations	Nursing students will become involved and take leadership roles in these organizations and CNSA will act as the nursing voice	President	2006-2010
<b>Recruitment and Retention</b>	Partner with organizations to encourage recruitment and retention of nursing students	Build partnership with Nurses4Ontario and other organizations with similar practices.	These organizations will promote the opportunities available to students in their home provinces/territories and provide other educational opportunities (ie. career building workshops)	Provincial/Territorial: Regional Directors  National: President	September 2008



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**OBJECTIVE #6**

**Increase the awareness of both the existence of and the need for nursing research**

	<b>GOALS</b>	<b>ACTIVITIES</b>	<b>OUTCOMES</b>	<b>RESPONSIBILITY</b>	<b>DATES TO BE ACHIEVED</b>
<b>Systems</b>	Increase awareness of research grant/funding opportunities and scholarships	Development of a webpage dedicated to research opportunities and up-to-date awards and scholarships	Students will use website to learn about opportunities and awards which will lead to more student involvement	Director of Communications/ Website manager and Vice-President	September 2007
	Encourage students to participate in research	CNSA Student Survey	Students will participate and provide insight into students views on issues	Vice-President and All CNSA members	2006,2010
		CNSA Survey for key nursing and health stakeholders and nursing faculty members	CNSA will have a better understanding of what are their views of CNSA	Vice-President and President	2008
		Allow nursing researchers to participate with CNSA as a method to finding students interested in participating	Researchers will develop a collaboration with CNSA that promotes student involvement in research	Vice-President	2008
		Promote involvement at chapters' Research Days	Students will promote their research at their local chapters	All CNSA members	2006-2010
<b>Advocacy</b>	Development of position statements	Position statements related to concerns of nursing students and the profession of nursing	Students will learn to develop position statements and CNSA will promote to stakeholders	Vice-President to oversee	2006-2010



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	GOALS	ACTIVITIES	OUTCOMES	RESPONSIBILITY	DATES TO BE ACHIEVED
	Provide support to students undertaking research	Develop operational support and guidance	Students will have an outlet to seek support and guidance and students work in research will be highlighted through articles in the Connection	Vice-President	September 2007
<b>Recruitment and Retention</b>	Engage in funded research, practice and teaching collaborations in respect to recruitment and retention especially including diverse cultures	Partner with outside organizations to be involved with research regarding retention and recruitment issues	CNSA will choose necessary initiatives and communicate with other organizations about initiatives and potential collaboration to address these issues	Board of Directors	September 2009



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## EVALUATION

**By monitoring and evaluating the CNSA's strategic plan will remain current on our changing environment and progress.**

Evaluation will allow us to measure our progress with our set objectives by:

- Methods of communication (including bilingualism)
- Awareness and information on nursing student needs in Canada
- Inclusion of diverse cultures and evidence of exchanges between cultures
- Member school recruitment and retention
- Awareness of CNSA in the nursing community and key healthcare stakeholders

Evaluation of this plan will only be beneficial if:

- Monitored and accurately measured on a regular basis
- Transparent account of measurements are reported to National Assembly and BOD
- Analyzed on what has transformed during the change not just what was completed
- Necessary changes are made
- Action is taken
- CNSA members that are not Official Delegates/Associate Delegates and Board of Directors are involved in the evaluation process
- The committee provides National Assembly with an annual written report