

THE UNIVERSITY OF TEXAS MEDICAL BRANCH
SCHOOL OF NURSING

Strategic Plan

FY 2016 - FY 2018

5/25/2016

Revised, May, 2016
Revised May, 2015
Revised February 2014
Revised August 2013
Revised March 2013
Revised February 2013
Revised August 2012
Revised Fall, 2011
Approved by Executive Council 12/7/11

THE UNIVERSITY OF TEXAS MEDICAL BRANCH (UTMB)
SCHOOL OF NURSING

The School's mission, vision, and values emanate from those set forth by UTMB.

VISION

We work together to work wonders in advancing nursing education excellence.

MISSION

UTMB School of Nursing's mission is to be the best in nursing education, research and practice in order to improve health for the people of Texas and around the world.

VALUES

We demonstrate compassion
We always act with integrity
We show respect to all
We embrace diversity
We promote lifelong learning

STRATEGIC PRIORITIES

- I. Education, Research and Practice
 - Innovation in education through the application of information systems and technologies to prepare graduates to meet nursing workforce demands in the 21st Century.
 - Implementation of a program of research built on faculty strengths.
 - Expansion of the practice enterprise with an emphasis on generating revenue for the school.
- II. Environment
Establish community partnerships to support the education, research, practice and service missions of the SON while providing service to the community.
- III. Financial Management
Effective, prudent use of fiscal resources

STRATEGIC GOALS 2016 - 2018

1. Prepare the next generation of nursing faculty and health care professionals.
2. Acquire new knowledge through education, research, practice and life-long learning.
3. Educate doctorally-prepared scholars as nurse scientists or clinicians.
4. Provide expert advanced nursing practice directed at meeting the health needs of the community.
5. Advance interprofessional education, distance learning, informatics and simulation.

EDUCATION STRATEGIES

1. Enhance relationships with Texas universities to promote common acceptance of prerequisites and increase referrals to UTMB.
2. Evaluate and revise program curricula to reflect current educational trends based on program evaluation data and AACN Essentials of Baccalaureate, Master's and Doctor of Nursing Practice degree education.
3. Collaborate with School of Medicine, Graduate School of Biomedical Sciences and School of Health Professions to develop interprofessional learning opportunities and implement into curricula of the four schools.
4. Create innovative teaching within the challenges of the faculty shortage and large class sizes.
5. Continue ongoing program improvement for all online programs.
6. Maintain culturally sensitive recruitment and retention strategies that increase graduation rates of a qualified, ethnically diverse student body.
7. Maintain relationships with area employers and alumni to attract the best and brightest nurse applicants for all post-licensure programs.
8. Continue career development activities to support graduates with entry level employment challenges.
9. Expand simulated learning activities to include primary, acute and long-term care.
10. Target NCLEX first time pass rates at 94%.
11. Target certification rates of 94% for Nurse Practitioner (NP) and Clinical Nurse Leader (CNL) graduates.
12. Increase the number of graduates who take the Certified Nurse Educator (CNE) and the American Nurses Credentialing Center (ANCC) Nurse Executive-Advanced Certification (NEA-BC) examinations.
13. Identify students at risk for academic difficulty or behavioral issues early in their academic programs and provide more timely and comprehensive response.
14. Promote educational advancement aimed at preparing the next generation of nursing faculty.
15. Continuously examine all programs of study for compliance with ongoing program improvement in standards from Commission on Collegiate Nursing Education (CCNE).
16. Enhance doctoral student involvement in research, evidence-based practice and scholarship activities.

RESEARCH STRATEGIES

1. Establish collaborative research activities on the UTMB campus and at other academic and clinical institutions.
2. Increase level of external funding for SON Research and other grant initiatives.
3. Encourage faculty participation in formal programs aimed at increasing grant writing and other related research skills.
4. Recruit senior faculty with established research programs and recruit, mentor and retain junior faculty with potential success as researchers (beginning FY 2017).

FACULTY PRACTICE STRATEGIES

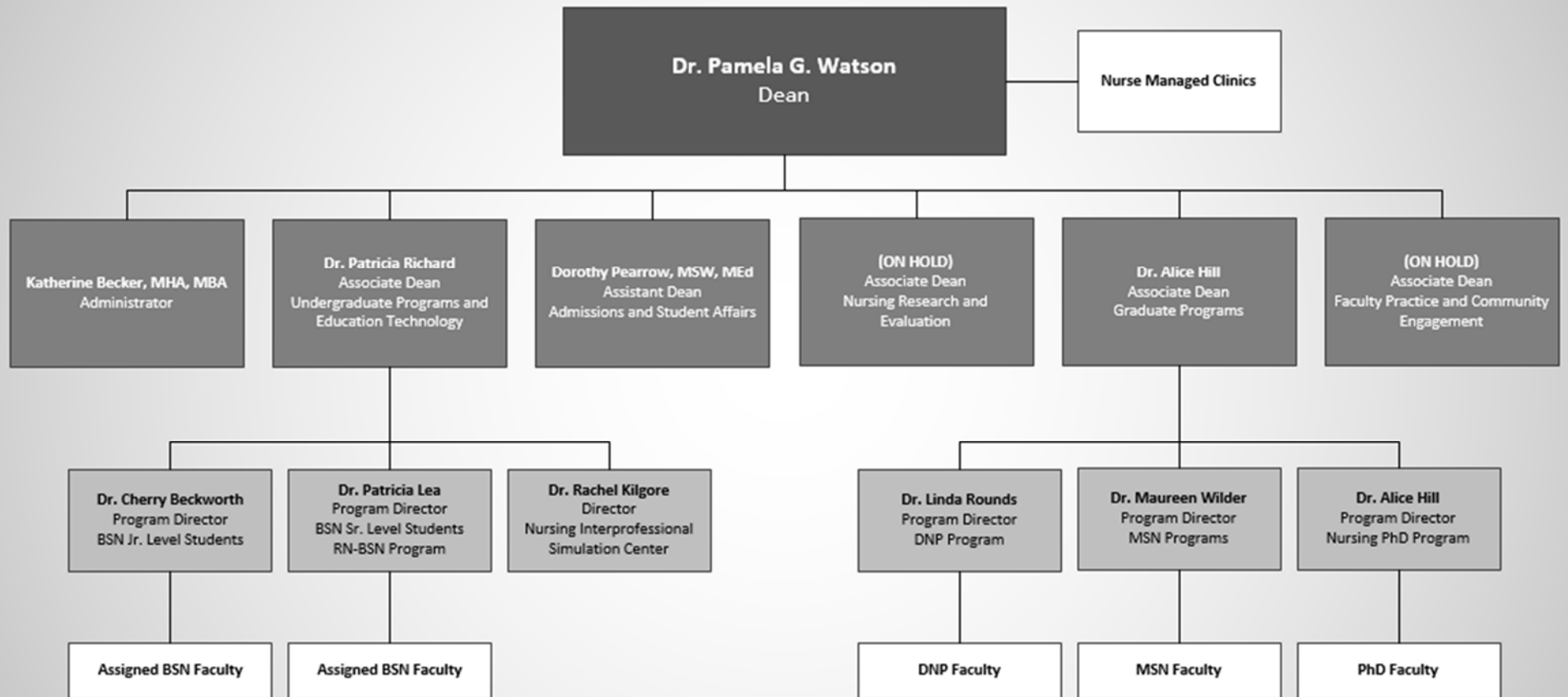
1. Increase the number of faculty engaged in funded clinical practice
2. Implement the revised SON Faculty Practice Plan
3. Seek extramural funding to support faculty practice research
4. Provide faculty with strategies to manage practice and teaching responsibilities.
5. Use Nurse Managed Clinics to provide sites for faculty practice and student learning.
6. Expand involvement of Faculty Practice Council in practice matters.

STRATEGIES FOR FACULTY AND STAFF DEVELOPMENT

1. Recruit and retain qualified, doctorally-prepared diverse faculty.
2. Create individual faculty and staff development programs to provide support for career advancement goals.
3. Create faculty development opportunities aimed at enhancement of teaching quality.
4. Enhance Faculty On-boarding process including improvement of Faculty Mentoring plan.
5. Provide staff coaching for performance improvement and career advancement.

STRATEGIES FOR DEVELOPMENT & FUND RAISING

1. Enhance the SON's alignment with the University Development Office, SON Alumni Board, Advisory Council members and other friends of the SON.
2. Implement volunteer opportunities for alumni board and advisory council members.



ATTACHMENT II

Approved by Executive Council 6-6-12
 Revised by Dr. Watson 7-16-12
 Updated 8-1-13

Updated 2-6-14
 Updated 5-27-15
 Reviewed 5-25-16

UTMB SON PERFORMANCE MEASURES FOR EXTERNAL COMPARISON

Educational Achievements	
Student and Graduate Data	<ul style="list-style-type: none"> - Graduation rate in each program - Percentage of students who graduate from each program 100% or 150% of the time allocated
Graduate Board and Certification Rates	<ul style="list-style-type: none"> - BSN program pass rate for first time takers - MSN program pass rates on NP Certification Examinations for all specialties
Research and Scholarly Productivity	
External Funding	<ul style="list-style-type: none"> - Number of externally funded research & program grants
Successful Research Programs	<ul style="list-style-type: none"> - Rate of successful funding - Number of faculty recruited as nurse scientists - Number of research collaborations within UTMB departments
Presentations and Publications per faculty FTE	<ul style="list-style-type: none"> - Number of presentations at national and international conferences - Number of books and book chapters per faculty - Number of peer-reviewed publications per faculty - Number of faculty serving on editorial boards or as manuscript reviewers
Professional Advancement	<ul style="list-style-type: none"> - Number of faculty serving in leadership roles in state, local and national organizations - Number of faculty appointed to state and national committees - Increase the number of faculty inducted as Fellows in the American Academy of Nursing (FAAN) and the American Academy of Nurse Practitioners (FAANP) - Number of state, national and international faculty awards across all programs - Percentage of doctorally-prepared faculty - Number of faculty with national certification - Number of state, national and international faculty awards across all programs
Alumni Follow-up and Ongoing Program Improvement	
Alumni Career Outcomes	<ul style="list-style-type: none"> - Number of graduates actively employed - Nursing Alumni Surveys' data reflect comparable or greater graduate satisfaction than benchmarking schools - Number of alumni applying to graduate programs
Student satisfaction and ongoing Program Improvement	<ul style="list-style-type: none"> - Percentage of students participating in survey - Percentage of students voicing satisfaction with programs - Percentage of employers voicing satisfaction with program graduates in the aggregate - Action plans to address findings
Diversity	
Diversity of students	<ul style="list-style-type: none"> - Percentage of under-represented groups accepted to all academic programs - Percentage of students from under-represented groups graduating from each academic program