

**Strategic Plan: Nursing Department  
2003-2004 –2007-2008**

Revised 1/30/03

**Mission Statement:**

The Nursing Department supports the mission of the College of Health Sciences and Human Services through programs that educate individuals to meet the health care needs of a culturally diverse society. These programs facilitate the development of competent practitioners with critical thinking skills to provide holistic nursing care to individuals, families, aggregates, and communities. A commitment to fostering research and service that enhance health promotion, maintenance, and restoration is integral to the Nursing Department's mission.

**Goal 1:**

**Provide quality academic programs in Nursing that promote excellence, critical thinking skills, and interdisciplinary perspectives.**

Measurable Objective (s):

1.1 Implement student learning outcomes assessment process by AY 2004-2005.

Strategies:

1.1.1. Develop learning outcomes assessment tools for Wellness course.

1.1.2. Implement program learning outcomes by AY 2004-2005.

1.2 **Eighty percent (80%)** of graduates will achieve passage of licensure (NCLEX) and certification exams on initial attempt.

Strategies:

1.2.1 Monitor licensure and certification pass rates, if possible, yearly.

1.2.2 Establish effective program evaluation plans to assess areas consistently below national average for first time NCLEX and certification examinees.

1.2.3 Prepare a quality improvement plan when NCLEX and certification exam benchmarks are not attained.

**1.3 Eighty percent (80%)** of responding program graduates will express overall satisfaction with the program quality.

Strategies:

1.2.4 Review and refine, if necessary, the current graduate assessment **procedures**.

1.2.5 Evaluate the results of post-graduate assessment surveys on a yearly basis.

1.2.6 Develop quality improvement plans addressing program challenges.

1.4 Post-graduation **Eighty-five percent (85%)** of employers of the Nursing graduates will express satisfaction with the graduate's professional performance

Strategies:

1.4.1 Review and refine, if necessary, current mechanisms assessing employer satisfaction.

1.4.2 Monitor employer of BSN program graduates' satisfaction with employee on an annual basis and every one and five years for employers of MSN graduates .

1.4.3 Develop a quality improvement plan for any area indicative of employer dissatisfaction.

1.5 Ninety five percent (95%) of faculty will express satisfaction with the nursing programs and work environment during the program review process by AY 2006.

Strategies:

1.5.1 Provide mechanisms for faculty input by holding regular faculty meetings and encouraging input verbally and in writing

1.5.2 Continue to hold an annual Nursing Department faculty retreat.

1.5.3 Explore evaluation methods to identify organizational climate of the nursing department.

1.6 Incorporate curricular activities that stimulate critical thinking skills (ongoing).

Strategies:

- 1.6.1 Send nursing faculty, when fiscally feasible, to workshops focusing on activities that stimulate learner critical thinking skills.
- 1.6.2 Assess the curriculum to determine where critical thinking skills are taught.

1.7 Reinforce multidisciplinary, multicultural perspectives in the curriculum **(ongoing)**.

Strategies:

- 1.7.1 Assess the curriculum to ensure a multidisciplinary approach.
- 1.7.2 Assess the curriculum to ensure a multicultural focus.

1.8 Develop and initiate innovative undergraduate and graduate programs.

Strategies:

- 1.8.1 Implement articulation agreement with STCC in AY 2002
- 1.8.2 Evaluate success of UTPA Nursing Department and STCC's Associate Degree in Nursing program's articulation agreement by 2004
- 1.8.3 Implement the PNP program by AY 2005.

1.9 Explore the need for new nursing program tracks/options.

Strategies:

- 1.9.1 Conduct need assessment for potential program tracks and options.
- 1.9.2 Develop program/track proposals and submit these to appropriate channels.

**Goal 2:**

**Recruit and retain highly qualified faculty by providing an environment that promotes and rewards excellence.**

Measurable objective (s):

2.1 Increase percentage of doctoral prepared faculty to forty-five percent (45%) by AY 2005.

Strategies:

- 2.1.1 Recruit doctorally prepared faculty to fill vacant positions.\
- 2.1.2 Encourage faculty to return to school to attain a doctorate.
- 2.1.3 Facilitate faculty attendance in graduate school by implementing flexible schedules that take into consideration workload requirements and faculty expertise.

2.2 Retain fifty percent (50%) of qualified new full-time faculty for a minimum of three years (ongoing).

Strategies:

- 2.2.1 Continue to provide new faculty orientation.
- 2.2.2 Request funding and support faculty requests for professional development activities.
- 2.2.3 Recognize and reward faculty outstanding contributions in teaching, professional achievement, and service.
- 2.2.4 Provide resources to support faculty instruction, achievement, and service.

**Goal 3:**

**Develop and implement a scholarly mentoring and collaborative research program that is congruent with the college's scholarly mentoring and research focus.**

3.1 Increase scholarly activities such as presenting and publishing to at least two (2) or more per year by AY 2005.

Strategies:

- 3.1.1 Encourage Nursing Department faculty to present and/or publish scholarly works.
- 3.1.2 Establish a nursing faculty mentoring program.
- 3.1.3 Promote interdisciplinary scholarly activities.

3.2 Attain at least one (1) research grant per academic year by 2003.

Strategies:

- 3.2.1 Identify potential research grant sources and disseminate to all faculty.
- 3.2.2 Encourage faculty participation in grant-writing workshops.

<b>Goal 4:</b>
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**Encourage and support ongoing professional, university, and community service activities by faculty.**

Measurable Objective:

4.1 One hundred percent (100%) of full-time faculty and students will be involved in professional service by AY 2004.

Strategies:

- 4.1.1 Faculty **will serve on** at least one program committee per academic year.
- 4.1.2 **Disseminate** opportunities for service.

4.2. Increase multicultural activities in the Department by 25% by AY 2005-2006.

Strategies:

4.2.1 Explore partnerships with other sister institutions.

4.2.2 Explore a formal partnership with Universidad Autonoma de Tamaulipas Nursing Schools.

4.3 Maintain a minimum of sixty percent (60%) faculty involvement in Pi Omicron chapter of Sigma Theta Tau

Strategies:

4.3.1 Encourage faculty participation in planning committees for Sigma Theta Tau Pi Omicron chapter.

4.3.2 Conduct Chapter recruitment activities that will encourage faculty membership in Pi Omicron.

4.3.3 Promote faculty participation in Pi Omicron through offering of quality scholarly presentations and activities.

4.4 Continue to implement community service projects by faculty and students (ongoing).

Strategies:

4.4.1 Identify other possible community projects that can involve faculty and students.

4.4.2 All students enrolled in Community Nursing course must participate in community service requirement.

4.4.3 MSN students must participate in at least three community service activities per year.

<b>Goal 5:</b>
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**Provide effective student recruitment, development, retention, and placement programs designed to promote and serve a diverse student population.**

Measurable Objective(s):

5.1 Undergraduate enrollment will increase to one hundred forty (140) and MSN enrollment to sixty (60) by AY 2004.

Strategies:

- 5.1.1 Monitor enrollment and progression of admitted students.
- 5.1.2 Actively recruit at the high schools and in the community.
- 5.1.3 Utilize the media to advertise and market opportunities available in nursing and specifically UTPA's nursing programs.
- 5.1.4 Attend eighty percent (80%) of the recruitment activities in the community.
- 5.1.5 Encourage student attendance at recruitment fairs.
- 5.1.6 Hold an annual open house for faculty, staff, advisors, and students by AY 2002.
- 5.1.7 Increase URAP's awareness of opportunities in the field.
- 5.1.8 Develop contacts with the magnet high schools in the local community.
- 5.1.9 Encourage student enrollment in the undergraduate Wellness course.

5.2 Retain **seventy five percent (75%)** of all students admitted to the nursing programs .

Strategies:

- 5.2.1 Work closely with enrolled students; provide counseling and information on UTPA resources related to stress management, time management, etc.
- 5.2.2 Implement a formal student orientation process by AY 2003.
- 5.2.3 Promote faculty awareness of issues affecting student progression.
- 5.2.4 All students who are at risk for failing or dropping out will be identified and retention measures will be put in to place immediately.
- 5.2.5 Implement retention and remediation plan for all at risk students.
- 5.2.6 The Nursing Department will work closely with the URAP representative to work with BSN students who are at risk for failing or dropping out.

5.3 Eighty five percent (85%) of program graduates will find professional employment or enroll in graduate or professional school within twelve 12 months of graduation (**ongoing**).

Strategies:

- 5.3.1 Promote student participation at on campus graduate student recruitment and employment fairs.
- 5.3.2 Encourage student application to graduate school.
- 5.3.3 Track students after graduation and monitor employment patterns and graduate school enrollment.

<b>Goal 6:</b>
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**Participate in an ongoing planning, evaluation and dissemination process designed to ensure academic excellence.**

Measurable Objective (s):

- 6.1 Continue to utilize a systematic planning and evaluation process for the nursing programs (ongoing).

Strategies:

- 6.1.1 Distribute the departmental Strategic Plan at the first Faculty Organization meeting and focus on the areas needing emphasis.
- 6.1.2 Assign responsibilities to faculty for items in the strategic plan and monitor progress toward objectives.
- 6.1.3 Review and/or revise the Department's strategic plan at the yearly annual retreat.
- 6.1.4 Evaluate the Department's progress in meeting its goals and objectives at the annual Department retreat.
- 6.1.5 Document the planning and evaluation process.

Measurable Objective (s):

- 6.2 Maintain all standards of designated nursing program review bodies, including state and national accreditation.

Strategies:

- 6.2.1 Adhere to all state and national accreditation mandates.
- 6.2.2 Adhere to Texas State Board on Nurse Examiners Standards of Practice.

- 6.2.3 Assure all faculty and staff are aware of standards to be met.
- 6.2.4 Distribute action plan addressing accreditation standards.
- 6.2.5 Request travel funds to support attendance at accreditation related meetings.
- 6.2.6 Request budget consistent with accreditation requirements.

6.3 Submit required reports to accrediting agencies on a timely basis.

Strategies:

- 6.3.1 When necessary, provide release time to assist programs to meet accreditation deadlines.

<b>Goal 7:</b>
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**Identify, increase availability and ensure appropriate utilization of resources that support the Nursing Department, including its students, faculty, and staff**

Measurable Objective (s):

- 7.1 Continue to seek sources of outside funding (ongoing).

Strategies:

- 7.1.1 Disseminate information about funding sources to all faculty.
- 7.1.2 New faculty will attend one grant writing workshop within the first three years of employment.

7.2 Request release time for faculty to develop external funding proposals, new courses, or curricular developments and scholarly activities including pilot projects.

Strategies:

7.2.1 Review faculty workload and use adjunct/part-time faculty where appropriate.

7.3 Request a ten- percent (10%) increase in travel budgets by AY 2003

Strategies:

7.3.1 Provide budgetary justifications and submit to Dean.

7.3.2 Justify need for separation of travel monies in to two pools of money, one for in-Valley travel and one for professional travel.

7.4 Increase communication between the Department and agencies or facilities that employ our graduates (on going)

Strategies:

7.4.1 Collaborate with TNA and VAPNA to gain visibility within the professional community.

7.4.2 Hold annual open house for students, community, and other significant groups.

7.5. Request increased operating funds by ten percent (10%) per year by AY 2004-2005.

Strategies:

7.5.1 Submit budgetary justifications to Dean.

7.6 Increase Florence Nightingale fundraising revenues by ten percent (10%) over the previous event

Strategies:

- 7.6.1 Increase community involvement by disseminating information related to Florence Nightingale activities and student support.
- 7.6.2 Involve all faculty in efforts to raise monies through individual financial and/or personal support at the fundraiser.

**Goal 8:**

**Promote and recognize leadership within the Department.**

Measurable Objective (s):

8.1 One hundred percent (100%) of faculty will be involved in committee work.

Strategies:

- 8.1.1 Assign committee work to all faculty.
- 8.1.2 Encourage all faculty to assume committee leadership responsibilities.

8.2 Continue to utilize new faculty mentoring process.

Strategies:

- 8.2.1 Include leadership training in new faculty mentoring process.
- 8.2.2 Establish meetings between all faculty for exchange of ideas and to increase communications.

**Goal 9: Promote and support the use of technology and pursue the adoption of emerging academic and research platforms.**

Measurable Objective (s):

9.1 Integrate instructional technology in the undergraduate and graduate programs

Strategies:

- 9.1.1 Submit and support equipment requests that aid in the continued integration of instructional technology.
- 9.1.2 Fund faculty requests, when possible, to obtain training on the use of various modes of instructional technology.
- 9.1.3 Encourage faculty to develop nursing undergraduate and graduate online courses.
- 9.1.4 Develop web-augmented courses by AY 2005.

**Goal 10:**

**Maintain a work environment in the Nursing Department that promotes staff growth and encourages resourcefulness.**

Measurable Objective(s):

10.1 All staff members will attend one (1) developmental workshop per year by 2005.

Strategies:

- 10.1.1 Support staff requests to attend university classes as per HOP.
- 10.1.2 Where feasible, provide funding for staff to attend workshops.
- 10.1.3 Encourage at least seventy-five percent (75%) attendance at university-wide functions, such as Staff Senate.
- 10.1.4 Arrange for office coverage so that staff can attend university-wide meetings.

## **Goal 11: Develop and implement a research agenda for the Nursing Department**

Measurable Objective (s):

11.1 Implement a research focus for the Nursing Department

Strategies:

11.1.1 Meet to review, revise and refine departmental research agenda.

11.1.2 Faculty to determine own research focus consistent with Department's research agenda.

11.1.3 Encourage faculty attendance at research-related presentations.

11.2 Provide quality offerings in research and scholarship through Pi Omicron chapter of Sigma Theta Tau International Honor Society of Nursing.

Strategies:

11.2.1 Increase Pi Omicron fundraising in order to be able to fund scholarly speakers for the Annual Research Day.

11.2.2 Increase faculty attendance at research-related scholarly presentations sponsored by Pi Omicron.

**Approved January 10, 2003 at Nursing Faculty Retreat**

CGH: Cstratplanandeval2003-2004nsg.