2023 UTC School of Nursing Strategic Plan

Goal 1	Understand and improve the diversity of the SON				
	Goal	**Responsibility for Implementation**	**Actions**	**Outcome Measurement**	**Progress Indicator Did we or didn't we and compared to how much in the past**
	Obtain diversity data based on AACN definitions and federal guidelines for all SON programs	Director and Program Coordinators	Obtain the demographics of students, faculty, and staff based on AACN and Federal definitions • First generation students • Ethnicity • Gender • Rural • Age • Sexual orientation/gender identity • Family structure • Learning ability • Religious belief • Socioeconomic status	Survey designed by OPEIR and distributed by the SON Current graduate students emailed 6.23.22 Summary of demographics obtained and reviewed for each cohort	• Surveys distributed and reviewed for current enrollment by 9.30.22 • Ongoing review with each admission cycle
	Increase diversity in the number of new students in all programs through recruitment opportunities	Program Coordinators	• Ensure admission process reflects a commitment to diversity by reviewing for each program's admission criteria • Schedule recruitment events in rural/urban/nontraditional locations • Participate in state, regional and national recruitment events	• Admission qualifications for each program is updated and approved by UTC • Record the number of recruitment events and participation recorded • Measure the number of diverse applicants and admissions based on	Increased number of diverse applicants and acceptances in BSN, RN-BSN, DNP:FNP, AGACNP, PM and NAS programs compared to the past recruitment and admissions cycles

	Goal	Responsibility for Implementation	Actions	Outcome Measurement	Progress Indicator
			• Recruit from UTC BSN and RN-BSN graduates for graduate programs • Recruit from health care agencies and feeder community colleges for BSN and graduate programs • Collaborate with nurse leaders at THA, TNA annual and regional 4 meetings to recruit for all programs	recruitment/outreach efforts	
	Maintain the current cohort size of 27 in the DNP:NA program but increase the number of new diverse and admissions	DNP:NA faculty	• Develop an updated video for the DNP:NA program including content with students of color in Sim Lab and in the OR • SRNAs sharing why they selected UTC, and nurse anesthesia	Determine number of views and impact of video distribution on application numbers as it reflects diversity of applicants	Increase the number of diverse applicants and admissions by Spring 2024

Goal 2	Build a community that cultivates and respects diversity as essential for SON success and regional competitiveness				
	Goal	Responsibility for Implementation	Actions	Outcome Measurement	Progress Indicator
	Map cultural competency across the SON curriculum to include measurable course, level, and program objectives	SON Faculty	Each SON program will create curriculum map to include measurable course, level, and program objectives	Evaluation methods to support students can articulate and demonstrate cultural competency using exams, writing, clinical expectations – AACN competencies	All students demonstrate cultural competency SON Program Curriculum maps will reflect cultural competency in course objectives, level objectives, and program outcomes

	Improve recruitment and retention strategies and outcomes for underrepresented faculty and staff	Director	Intentional recruitment with support of OEI, VC Diversity to increase a diverse pool of applicants Advertisement in HBCU, and other publications accessed by represented groups Attend SREB conference	When openings are available, increased faculty/staff applicants from a diverse pool of applicants	Increased number of faculty from diverse background for each hiring cycle
	Enhance opportunities for students, faculty and staff to learn and work in a socially and culturally diverse world	Students, Faculty and Staff	Support the work of the Minority Health Fair Investigate participation in RAM clinics Research and create a calendar of community events in which students can provide services	All students and faculty will provide services annually for the MHF. A recommendation about RAM participation is determined by end of fall 22 semester	UTC SON continues to be a provider of services at the MHF, will begin interfacing with RAM and participate in community outreach.
	Continue to internationalize the University				
	Increase internal and external support for faculty pursuing international teaching and research opportunities	Director, Faculty	Encourage faculty to pursue international teaching opportunities Assist in finding financial support for identified opportunities.	At least one faculty member will identify opportunities each year and be able to take advantage of it.	Over time multiple faculty will teach or engage in research abroad
	Expand extracurricular opportunities for domestic and international student interaction	Director, Faculty	Explore options for international study, mission trips either domestically or internationally.	UG and Graduate Students and faculty will engage in at least one international program	Students and faculty will engage in international offerings annually

	Understand alumni engagement and their community impact.	Director, Coordinators	Send alumni surveys annually to SON program graduates from the last 3 years classes.	30% return rate on alumni survey	Surveys will be completed annually with an increased participation with each distribution
	Expand inclusive access to services	SON faculty and staff	• Annual Education of SON faculty from Disability Resource Center to discuss available resources to students. • Evaluate and include Affordable Course Materials to ensure greater access to learning resources	Faculty will attend information sessions and be able to articulate the concept of inclusive access	Faculty report understanding and appropriate referral to the DRC and are able to incorporate recommendations for students

Goal 3	Impact our community and enhance the educational experience of our students by sustaining the scholarly, creative, and entrepreneurial activity of our faculty and students.				
	Goal	**Responsibility for Implementation**	**Actions**	**Outcome Measurement**	**Progress Indicator**
	Expand student research capacity	Faculty	Faculty mentor and support all nursing students' implementation of scholarly endeavors by program	Guidance and resources support student project work for enrolled students.	Project progress and outcomes increases annually
	Invest resources in up to three strategic areas of opportunity for multi-disciplinary, cross-disciplinary, and inter-disciplinary research activity to advance a profile of	Drs Wick, and Roache with faculty	Research on the impact/effect of Poverty Simulation, Virtual Dementia tour. Offer to cross/multi and interdisciplinary participants within and outside of the university. Research is replicated, published and presented.	At least 4 departments on campus participate in the simulations. Research findings are generated which impacts the discipline.	Annual participation leads to longitudinal data collection.

	Goal	Responsibility for Implementation	Actions	Outcome Measurement	Progress Indicator
	excellence and community impact.				
	Benchmark and increase collaboration with community partners on community-impact projects	Faculty	Meet annually in April with healthcare leaders to collaborate regarding community need for impact projects to identify opportunities for students to participate in identified community-impact projects Collaborate with hospital leadership to identify and increase student participation in local community impact projects	UG and graduate students will develop projects that impact our community of interest.	Students participation in community-impact projects increases by 25%
	Engage alumni and other community members in mentoring and support networks for faculty and student scholarly, creative and entrepreneurial endeavors	Director, Coordinators, Faculty, health care facilities, academic practice partnerships	Create an academic practice partnership with at least one acute care facility to mentor RNs in research/quality improvement processes. Identify BSN/MSN/DNP graduates who will mentor students in scholarship or entrepreneurial activities	Academic practice partnership is created with at least one acute care facility	APP is ongoing.

Goal 4	Ensure the sustainability of our institution and the vitality of our students, faculty, staff, and community by excelling in resource development and stewardship.				
	Goal	Responsibility for Implementation	Actions	Outcome Measurement	Progress Indicator
	Develop a forward-looking resource base with a focus on expanding revenue streams	SON faculty and staff	Exploring possible community partner grants and fundraising activities to expand revenue streams.	NightinGala and alumni annual fundraising	25% increase in alumni, friends of the SON participation

	Continue physical transformation of campus	Director, SON faculty and staff, Community Advisory Board	Involvement of faculty/stakeholders in the design of the new Health Science building.	High fidelity/low fidelity space to meet the needs of competency based nursing curriculum

Support student outcomes and accreditation standards | Significant progress is made toward construction Faculty and staff provide input into the process |
	Establish a technology plan which supports and keeps current the SON technology needs (i.e simulation and classroom, personnel)	Key personnel and committees at university level to assist in supporting technology needs; Faculty, simulation committee, Skills Lab Coordinator, IT department	Research and utilize innovative hardware and software technology necessary to support and maintain student learning outcomes and faculty teaching needs.	The most current technology is utilized in the HSB classrooms and simulation areas; faculty are aware of new technology for teaching	HSB is a model for the integration of technology and teaching/learning environments
	Improve the SON's web utilization	Marketing and Communication, SON; Office of Development and Alumni Affairs Senior Director of Marketing	Provide input regarding SON web page and other social media sites	Users report ease of navigation of SON webpage and other social media sites. Feedback from faculty and students identifies opportunities for improvement to SON web page and other social media sites	SON webpage and other social media sites are current and easily navigated by users (i.e. current and potential students, faculty, accrediting bodies).
	Support the development and implementation of a comprehensive campus community	UHS, SON, UG and NP students, Employee Wellness, Center for Wellbeing	Student and faculty participation in the development of health and wellness plans	Faculty and students have contributed to the overall wellness plan for the campus	SON has an ongoing presence in the development and or revision of the campus wellness plan

	health and wellness plan				

UTC Goal: Effectively Recruit a Larger and More Diverse Student Population