

University of Kentucky College of Nursing

# Strategic Plan 2020-2025

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## College of Nursing Mission, Vision and Values

### **Mission:**

The mission of the University of Kentucky College of Nursing is to promote health and well-being through excellence in nursing education, research, practice and service while fostering diversity and inclusion.

### **Vision:**

The College of Nursing will be one of the nation's top nursing programs in education, research, practice and service.

### **Values:**

**U**nique and innovative contributions to health care  
**K**nowledge and evidence-based practice  
**C**ollaborative and diverse learning environments  
**O**pen and respectful relationships  
**N**ursing leadership and recognition

# Letter from the Dean

Our College continues to engage in a rich conversation about how we can address the myriad issues facing higher education and health care today to prepare a more diverse and resilient nursing workforce. With that, we also remained focused on our mission to promote health and wellness, equity and diversity through excellence in nursing education, research, practice and service. This dialogue resulted in our updated 2020-2025 Strategic Plan, which will help us optimize the health of our working and learning environments and create an engaged and inclusive culture – one that empowers students, faculty and staff to flourish and thrive.

It will take a collective effort from the entire UK College of Nursing community to help write the next chapter in our history. We believe in the power of our programs of study as we continue to advance nursing excellence through our efforts to help heal, inspire hope and transform communities.

Health and Happiness Always,



Janie Heath, Dean of the College of Nursing



# 2020-2025 Strategic Plan Overview

## Goals

Promote undergraduate success	Promote graduate success	Research success	Diversity success	Community outreach and engagement success	Work Life engagement success
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## Strategic Objectives

Create and maintain innovative programming to meet the needs of the community of interest/constituents.	Provide student-centered curricular experiences integrated with technologically infused pedagogy to meet the needs of the community of interest/constituents.	Create intentional mentoring/learning experiences for collaborative research relationships.	Foster a culture of inclusivity that demonstrates strategic efforts to bring underrepresented minorities (URM) faculty, staff and student programming together for a shared vision.	Strengthen alignment of practice and research faculty with community and state healthcare agencies.	Provide students, faculty and staff access to self-care activities and mindfulness practices to promote a healthy working and learning environment.
Integrate meaningful student-centered curricular experiences with evidence-based pedagogical approaches.	Provide innovative programming to advanced practice providers to prepare function at their full scope of practice.	Maintain or expand research collaborations among the health profession colleges and practice partners.	Develop strategies to improve URM student recruitment, enrollment, and recognition.	Expand faculty and student engagement for practice, research, and service in local, rural, urban and/or global health initiatives.	Evaluate student, faculty, and staff perceptions of work life balance.
Strengthen workforce readiness and team-based skills.	Provide innovative programming to nurse leaders to function at their full scope of practice.	Maintain or increase CON scholarly activities.	Develop strategies to improve URM faculty and staff recruitment, appointment, and recognition.		Integrate strategies for effective communication.
	Provide strategic opportunities to facilitate experiences for nurse scientist's growth and success.	Strengthen resources to advance faculty and student scholarship and funding.	Develop an implementation and evaluation plan for biennial cultural assessment of students, faculty and staff related to inclusivity efforts.		

# Goal 1: Promote Undergraduate Success. Enhance undergraduate student academic excellence and well-being through innovative curricular delivery models that cross the continuum of care to promote a nursing workforce of competent providers.

- Evaluating Units:** At the end of each academic year, at least 2-3 exemplars of evidence that highlight narratives for meeting this goal will be identified by the following:
- Associate Dean of Undergraduate Faculty & IPE
  - Assistant Dean of BSN Program Studies
  - Undergraduate Program Committee members
  - Undergraduate course coordinators

**Strategic Objective 1:** Create and maintain innovative programming to meet the needs of the community of interest/constituents.

Metric = BSN Program Data – Enrollment, Retention and Graduation

Program	Offered Admission	Enrollment	Retention	Time to Graduation/Degree Awarded
<b>Baseline</b>			95% first year/86% third year	89% graduation rate
<b>Traditional BSN</b>				
<b>Accelerated BSN</b>				
<b>LPN to BSN</b>				
<b>RN to BSN</b>				

**Strategic Objective 2:** Integrate meaningful student-centered curricular experiences with evidence-based pedagogical approaches.

Metrics:

- Diverse clinical opportunities
- Simulated learning experiences
- Block scheduling (**NEW**)
- TCE evaluations (**NEW – Aggregate Faculty 4.0 or greater**)
- Syllabi, assignments or communications that demonstrate use of mindfulness, reflective journaling and self-assessment (**NEW**)

**Strategic Objective 3:** Strengthen workforce readiness and team-based skills.

Metrics:

- Competencies in skills lab for professional presence, effective communication, resilience, and ethical practice (**NEW**)
- NCLEX pass rates (**Baseline 100%**)
- Number in jobs after graduation and student preparedness from the end of program survey
- Survey employers about student/worker readiness for job performance (**NEW**)

## Goal 2: Promote Graduate Success. Enhance graduate student academic excellence through innovative curriculum that is technologically infused, collaborative and interprofessional to advance student development and expand diversification of student research and practice.

**Evaluating Units:** At the end of each academic year, at least 2-3 exemplars of evidence that highlight narratives for meeting this goal will be identified by the following:

- Associate Dean of MSN & DNP Faculty and Practice Affairs
- Assistant Dean of MSN & DNP Program Studies
- Associate Dean of Research & PhD Faculty Affairs
- Assistant Dean of PhD Program & Scholarly Affairs
- MSN and DNP, and PhD Program committee members

**Strategic Objective 1:** Provide student-centered curricular experiences integrated with technologically infused pedagogy to meet the needs of the community of interest/constituents

Metrics:

- Synchronous and asynchronous class delivery (**Baseline DNP 100% and PhD one course delivered in a hybrid format**)
- Zoom sessions available for advising, consultation on stats/portfolio/writing (**NEW**)
- Simulated learning experiences (**NEW**)
- Student evaluations of simulation (**NEW – Aggregate Faculty 4.0 or greater**)
- Course pass rates (**NEW – 90% or greater**)
- TCE evaluations (**NEW – Aggregate Faculty 4.0 or greater**)

**Strategic Objective 2:** Provide innovative programming to advanced practice providers to prepare function at their full scope of practice.

Metrics:

- DNP and Post-Graduate APRN Certificate Program Data:

Program	Offered Admission	Enrollment	Retention	Time to Graduation/Degree Awarded	Certification Pass Rate
<b>Baseline for DNP</b>	90%	56		3.07/58	
<b>Adult Gero Acute Care NP</b>					
<b>Adult Gero CNS</b>					
<b>Pediatric Primary Care NP</b>					
<b>Pediatric Acute Care NP</b>					
<b>Primary Care NP</b>					
<b>Psychiatric Mental Health NP</b>					
<b>Executive Nursing Leadership</b>					

- Number in jobs after graduation and student preparedness from the end of program survey (**Baseline from survey is 100% for jobs/NEW**)

# Goal 3: Research Success. Increase student and faculty advancement, recognition and scholarly productivity to support nursing research, academic partnerships, leadership and scholarly practice in the Commonwealth and beyond.

- Evaluating Units:** At the end of each academic year, at least 2-3 exemplars of evidence that highlight narratives for meeting this goal will be identified by the following:
- Senior Associate Dean of Academic Operations, Faculty Advancement and Global Affairs
  - Associate Dean of Research & PhD Faculty Affairs
  - Associate Dean of MSN & DNP Faculty and Practice Affairs
  - Associate Dean of Undergraduate Faculty and IPE
  - Office of Nursing Research

**Strategic Objective 1:** Create intentional mentoring/learning experiences for collaborative research relationships:

Metrics:

- Develop a formal mentoring program **(NEW)**
- Maintain or increase scholarly productivity with student and faculty collaboration **(NEW)\***

	Joint Publication	Joint Presentations	Joint Grant Submissions
Student & Faculty Collaboration (CON)			

- Maintain or increase scholarly productivity with CON faculty and faculty collaboration **(NEW)\***

	Joint Publication	Joint Presentations	Joint Grant Submissions
Faculty & Faculty Collaboration (CON)			

- Maintain or increase faculty integrated research teams in CON (across BSN-MSN-DNP-PhD Programs) **(NEW)\***

	Joint Publication	Joint Presentations	Joint Grant Submissions
Baseline			
Integrated Research Teams (CON)			

**Strategic Objective 2:** Maintain or expand research collaborations among the health profession colleges and practice partners.

Metrics:

- Maintain or increase scholarly productivity with UKCON and UKHC **(NEW)\***

	Joint Publication	Joint Presentations	Joint Grant Submissions
Baseline for all collaborative			
UKCON & UKHC			

- Maintain or increase scholarly productivity with UKCON and other UK Health Colleges **(NEW)\***

	Joint Publication	Joint Presentations	Joint Grant Submissions
UKCON & UK Health Colleges			

**Strategic Objective 3:** Maintain or increase CON Scholarly Activities

Metric = All CON Scholarly Activities\*

Scholarly Activity	Baseline	Number Submitted	Number Accepted
Manuscripts for Publication	84		
Proposals for Presentations	123		
Grant Applications/Funding	56/\$4,080,684		

\*If your scholarly activity is applicable to more than one category, please include in each with a cross-reference notation.

**Strategic Objective 4:** Strengthen resources to advance faculty and student scholarship and funding.

Metrics:

- Maintain or increase philanthropic efforts through private/foundation proposals; student scholarships; and/or professorship/endowments **(NEW)**
- Maintain or increase grant funding opportunities



## Goal 4: Diversity Success. Develop strategies to strengthen diversity, inclusivity and equity among faculty, staff and students within the College of Nursing.

**Evaluating Units:** At the end of each academic year, at least 2-3 exemplars of evidence that highlight narratives for meeting this goal will be identified by the following:

- Diversity and Inclusivity Ambassadors' Council
- Dean of the College of Nursing

**Strategic Objective 1:** Foster a culture of inclusivity that demonstrates strategic efforts to bring underrepresented minorities (URM) faculty, staff, and student programming together for a shared vision.

**Metrics:**

- Provide open forum discussions related to inclusivity/diversity/equity topics **(NEW)**
- Develop a leadership series related to inclusivity/diversity/equity topics **(NEW)**

**Strategic Objective 2:** Develop strategies to improve URM student recruitment, enrollment, and recognition.

**Metrics:**

- Increase/development of media/promotional materials **(NEW)**
- Increase/development of outreach and recruitment **(NEW)**

**Strategic Objective 3:** Develop strategies to improve URM faculty and staff recruitment, appointment, and recognition.

**Metrics:**

- Increase/development of media/promotional materials **(NEW)**
- Increase/development of outreach and recruitment **(NEW)**

**Strategic Objective 4:** Develop an implementation and evaluation plan for biennial cultural assessment of students, faculty and staff related to inclusivity efforts.

**Metrics:**

- Provide Unconscious Bias training **(NEW)**
- Provide Safe Zone training **(NEW)**
- Mental Health Wellness training **(NEW)**

# Goal 5: Community Outreach and Engagement Success. Advance faculty practice, research and service through local, rural, urban and global health community outreach and engagement.

- Evaluating Units:** At the end of each academic year, at least 2-3 exemplars of evidence that highlight narratives for meeting this goal will be identified by the following:
- Office of the Senior Associate Dean of Academic Operations, Faculty Advancement and Global Affairs
  - Global Affairs Council
  - Faculty Practice Council

**Strategic Objective 1:** Strengthen alignment of practice and research faculty within community and state healthcare agencies.

**Metrics:**

- Maintain or Increase by Two: Local, urban, rural and/or global interprofessional practice and research initiatives
- Maintain or Increase by Two: Local, urban, rural and/or global quality and safety initiatives

**Strategic Objective 2:** Expand faculty and student engagement for practice, research and service in local, rural, urban and/or global health initiatives.

**Metrics:**

- Maintain or Increase two outreach opportunities for student and faculty practice, research, and service in local, rural and urban areas:
  - Public health departments
  - Beyond Birth
  - RICH Heart
  - BREATHE
  - Hazard Primary Care
  - Shoulder-to-Shoulder
  - Camp Hendon-Kentucky Diabetes Camp for Children
  - Barnstable Brown Clinic
  - Faculty practice sites
  - Wilmore Clinic
  - Polk-Dalton Clinic
  - RADON
  - Dental Clinic
  - HCATS
  - Global academic partners
  - Public Schools
  - Health First of the Bluegrass

## Goal 6: Work Life Engagement Success. Provide opportunities for work-life engagement to promote healthy working and learning environments for students, faculty and staff.

- Evaluating Units:** At the end of each academic year, at least 2-3 exemplars of evidence that highlight narratives for meeting this goal will be identified by the following:
- Office of the Senior Associate Dean of Academic Operations, Faculty Advancement and Global Affairs
  - Council for Work-Life Engagement
  - Associate Deans
  - Faculty Council
  - Staff Council

**Strategic Objective 1:** Provide students, faculty and staff access to self-care activities and mindfulness practices to promote a healthy working and learning environment.

Metrics:

- Maintain or increase the number of offerings and attendance for students, faculty and staff related to mindfulness and resilience **(NEW)**
  - Examples: massage chair; pet therapy; potlucks; lunch & learn; CPR
- Maintain or increase the number of curricular changes in the undergraduate and graduate programs that promote a culture of practice and resiliency **(NEW)**

**Strategic Objective 2:** Evaluate student, faculty, and staff perceptions of work-life balance.

Metric = Results of biennial Work-Life balance survey

**Strategic Objective 3:** Integrate strategies for effective communication.

Metric = Ongoing application of appreciative inquiry through biennial appreciative inquiry training/awareness