COLLEGE OF NURSING
AT
UNIVERSITY OF MISSOURI-ST. LOUIS

STRATEGIC PLAN
2007-12

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AT
UNIVERSITY OF MISSOURI-ST. LOUIS

The College of Nursing is one of nine colleges, schools, and divisions of the University of Missouri-St. Louis and as such, supports and contributes to achievement of the Chancellor's Action Plan.

MISSION

The mission of the College of Nursing at the University of Missouri-St. Louis is to shape the future of nursing practice through education, research, and service. Our goals are to:

- develop nurses who are dedicated to excellence and leadership through innovative baccalaureate, masters, doctoral, and professional programs; and,
- leverage strategic partnerships to generate, translate, disseminate, and apply knowledge that will improve health within our metropolitan region and beyond.

CORE VALUES

Diversity

We recognize, celebrate and incorporate the value of the diversity in thought and culture in our environment.

Intellectual Discourse & Rigor

We encourage excellence and continuous improvement along with free and open discussion, dialogue and debate of ideas.

Caring

We offer ourselves through empathy, nurturing and mentoring.

Professionalism

We hold ourselves accountable to the standards of professional performance, practice and ethical behavior.

Mutual Respect and Support

We respect the importance of individual strengths and contributions, and support each other to ensure the success of our mission. We have an abundance mentality that drives us to work together to create the future vision we desire.

Transparency

We maintain open and honest organizational and interpersonal communication.

VISION 2012

Constituents

- As the only college of nursing in a public research university in the St. Louis region, we are recognized for providing stellar education for our students and cutting edge research to improve practice.
- We are recognized nationally as a premier metropolitan research college of nursing that responds to the needs of diverse learners and other constituents.
- The prelicensure undergraduate program has grown substantially to support the growing need for nurses in the region.
- The Advanced Nursing Practice programs will have evolved into a Doctor of Nursing Practice program that is recognized for its excellence and innovative approaches to educating leaders for nursing practice.
- A Clinical Nurse leader program has been implemented in partnership with clinical agencies and provides outstanding advanced generalist nursing education.
- We have a thriving research enterprise that provides excellent learning opportunities for PhD nursing students and expands interdisciplinary linkages with the UMSL campus and with institutions in the St. Louis region and across the UM system.
- Our collaboration with health care providers, institutions and businesses has created new opportunities for our students, faculty and staff members, and graduates while making an impact on advancing the practice of nursing.

Financial

- Our growing research enterprise is supported by significant extramural funding including federal funding.
- Grants for education and practice, and intramural funding have increased by 500%.
- Private funding through alumni and donor contributions has grown to support achievement of the College's mission.

Operational

- Policies that define the expected norms and procedures are clearly communicated.

- Facilities have been transformed to support the changing needs of a college that provides educational excellence.
- The criteria to attract, admit, and graduate students continue to yield an academically excellent and diverse student body.
- Residencies, fellowships, externships and other creative programs are providing our students with experiential learning opportunities that enhance their transition into the profession.
- Faculty members who wish to practice as part of their roles have opportunities to do so and to contribute to developing new practice models through their roles.

Culture / Organization

- The values of the CON are evident in all of our interactions, both internally and externally.
- We recruit, develop and retain top quality professionals who are dedicated to the College's mission, values, and vision.
- Non-tenure track, tenure track, and adjunct faculty members, and staff have been added in the right mix to contribute to the evolving programs.

Approved by faculty and staff, 5/4/07
Reviewed and updated by faculty and staff, 5/9/08

STRATEGIC PRIORITIES

Through a process of obtaining input and ideas from students, alumni, clinical partners, and University colleagues, College of Nursing faculty, staff, and administrators delineated five strategic priorities to guide the College's work toward achieving its mission. These priorities align with the University of Missouri-St. Louis Gateway for Greatness as outlined in the table below.

College of Nursing Strategic Priorities, 2007-2012	University of Missouri-St. Louis Gateway for Greatness Priorities*
1. Ensure excellence in nursing education;	"Enhance the quality and delivery of undergraduate and graduate/professional education." "Recruit and retain an outstanding and diverse student body."
2. Expand advanced nursing education and research;	"Enhance research, scholarship, and artistic creativity." "Enhance the quality and delivery of undergraduate and graduate/professional education." "Recruit and retain an outstanding and diverse student body."
3. Collaborate with local healthcare providers;	"Enhance civic engagement for economic and social benefit of the region."
4. Enhance the culture of cooperation;	"Enhance the quality and delivery of undergraduate and graduate/professional education." "Recruit and retain an outstanding and diverse student body."
5. Expand funding for sustainability and growth.	"Increase financial base and continue to enhance the stewardship of resources."

*From http://www.umsl.edu/services/academic/assets/PDFs/G4G-rev-11-08.pdf

1. Promote Excellence in Nursing Education
A. Attract and enroll excellent students.

i.	Increase marketing of all programs.
ii.	Increase the number of academic scholarships for highly qualified students.
iii.	Review the impact of new admission criteria on academic credentials of study body.
iv.	Produce a video for the College website that focuses on excellence in nursing education.
	1. Illustrate how the academic programs promote excellence in nursing education.
	2. Focus on the research that is being done or exciting topics in nursing.
	3. Provide a drop down menu with information for diverse student populations.
v.	Assist students with creating a video with tips for thriving on the nursing educational journey, one for each level, and outreach and distance learning.
B.	**Implement innovative program changes that differentiate the College of Nursing at UMSL from other regional nursing programs**
i.	Develop an integrated curriculum for the Accelerated Program.
ii.	Complete development of Nurse Educator on-line program.
iii.	Begin developing international partnerships.
iv.	Develop and implement a Doctor of Nursing Practice program.
v.	Develop a part time BSN track and/or extend the program to 5 semesters.
vi.	Provide distance education options for BSN-Completion through ITV, web based offerings, campus and or satellite approaches throughout the Metro St. Louis area.
vii.	Evaluate the potential for a certificate option for the nurse educator sequence.
C.	**Recruit, develop and retain top quality professional faculty and staff members who can expand the College's culture of cooperation and contribute to achieving the mission.**
i.	Maintain a workload that is conducive to scholarly teaching.
ii.	Maintain a faculty to student ratio that allows for creative teaching and personal contact with students.
iii.	Increase the number of tenure track faculty members who can build the College's research portfolio.
iv.	Expand faculty/staff development opportunities through In-service presentations, and other programs to bring in new ideas and training.

v.	Increase opportunities/training for scholarly activities for those who desire to pursue scholarship related to the teaching and service missions.
vi.	Provide recognition for performance and expect accountability for the same.
D.	**Develop facilities and infrastructure that support growth .**
i.	Provide input to the Dean on the optimal organizational structure to achieve the College's mission and strategic priorities.
ii.	Renovate Seton Hall and expand the nursing laboratory with foci on high technology and high performance.
iii.	Analyze the College's future needs for space and facilities to support new approaches to learning, teaching technology, and program expansions.

2.	**Expand Advanced Education and Research**
A.	**Expand advanced nursing education to meet societal health needs.**
i.	Establish an advanced education curricular task force to outline the College of Nursing vision for advanced nursing education.
ii.	Establish a task force to address the faculty preparation/education needs for new programmatic offerings in advanced nursing education such as the Doctor of Nursing Practice and Clinical Nurse Leader.
B.	**Expand nursing research to strengthen the research culture within the College and the areas of science in which College faculty excel.**
i.	Establish an Office of Nursing Research for the College with a coordinator and appropriate support staff.
ii.	Achieve the following 3 year research goals: • The CON will have three extramurally funded, interdisciplinary projects, at least one of which will be federally funded. • 100% of the tenure track faculty will have submitted proposals for extramural research funding. • 100% of tenure track faculty will submit a minimum of one publishable manuscript each year.
iii.	Achieve the following 5 year research goals: • The College of Nursing will develop formal interdisciplinary partnerships with at least two campus and two community groups. • At least one faculty member will have a funded research project grant (R01). • The College of Nursing will be eligible for a program center grant (P20).

iv.	Achieve the following 10 year research goals: • All tenure track faculty will have established programs of research with extramural funding. • The CON will be eligible to successfully compete for a funded post doctoral training program grant (T32). • The College of Nursing will achieve a national reputation for an area of research that is particularly responsive to the needs of a metropolitan community. • The College of Nursing Office of Nursing Research will be endowed and will support full time editors, statisticians and grant writers.

3.	**Collaborate With Local Healthcare Providers**
A.	**Strengthen and/or establish partnerships with community healthcare organizations**
i.	Partner with area hospital to establish AACN Post Baccalaureate Nurse Residency Program and/or create a mentorship program for new BSN graduates.
ii.	Consider a post graduate residency experience for advanced nursing practice graduates.
iii.	Evaluate the potential for expanding the BSN Externship Program.
iv.	Increase BSN completion options offered at area healthcare facilities.
v.	Pursue new opportunities to facilitate local hospitals in achieving Magnet status, such as increased research and evidence-based practice partnerships.
vi.	Strategically consider developing continuing education programs that meet the needs of local healthcare providers and that are financially viable.
vii.	Build a peri-operative program.
viii.	Promote College of Nursing facilities and health care expertise in presenting .programs to St. Louis City & County first responders
B.	**Strengthen collaboration with other area educational institutions.**
i.	Establish an RN to MSN option and possibly an RN to PhD option.
ii.	Expand articulations with Associate Degree programs for BSN completion.
iii.	Collaborate with the UMSL Department of Transfers to continue enhancing the seamlessness of student experiences with interprogram articulations.
C.	**Explore, develop, and establish faculty practice positions.**

i.	Engage faculty members in the fellowship and/or mentorship programs.
ii.	Create opportunities for faculty members to assist local hospitals with achieving Magnet status.
iii.	Provide opportunities for faculty to participate in designing and offering continuing education programs.
iv.	Develop new faculty practice positions that support and expand academic learning and research opportunities and strengthen partnerships with local healthcare providers.
v.	Seek other opportunities that engage faculty members with clinical and business organizations related to healthcare to apply research, generate new research questions, and contribute to developing new clinical services based in research.

4. Enhance The Culture Of Cooperation	
A.	**Create mechanisms to provide continual awareness of the organization's mission and values.**
i.	Arrange a display case which will feature accomplishments and activities of faculty, students, and staff.
ii.	Develop an annual distinguished speaker series of noted leaders in the scientific disciplines, such as education, research and clinical practice.
iii.	Initiate the College of Nursing Leadership Council
iv.	Conduct a feasibility study exploring a creative partnership with Express Scripts on campus.
B.	**Finalize & implement key policies that communicate the expected norms and procedures**
i.	Ensure that each academic program has a designated administrative assistant dedicated to providing specific support services for each constituency.
ii.	Implement support staff shared calendar and protocols for coverage during absences.
iii.	Convey mutual respect regarding the importance of each individual's role within the College and a sense of propriety
C.	**Evaluate the approaches used for inculcating values and professionalism into the classroom**
i.	Evaluate each course across all programs for inclusion of core values of professionalism.
ii.	Consider offering a "Dimensions of Professional Nursing" course for all pre-licensure students.

D.	**Routinely conduct events that celebrate diversity and encourage idea exchange.**
i.	Establish a Cultural Congruence program at the College of Nursing.
ii.	Initiate Brown Bag lunches to share research/ innovative teaching methods among and with our colleagues.
E.	**Implement a routine system for communicating the status of the strategic plan and progress in the key outcome areas.**
i.	Hold a faculty meeting to assess the status of the Strategic Plan each semester
ii.	Establish a web-based dashboard to monitor and communicate progress on key indicators of success with the strategic priorities.
iii.	Integrate evaluation of the Strategic Plan within the College's overall Evaluation Plan.

5.	**Expand Funding For Sustainability And Growth**
A.	**Increase annual giving and operating support for achieving the College mission and strategic priorities.**
i.	Sustain current Call Center activities.
ii.	Sustain current Direct mail activities that occur twice annually.
iii.	Enhance current personal solicitation efforts and expand membership in the Pierre LaClede society.
iv.	Enhance current Alumni Relations activities.
v.	Identify a designated development liaison for the College of Nursing.
vi.	Identify and prioritize program development needs of the college and submit at least one training grant per year.
B.	**Grow capital equipment and facilities to accommodate needs for growth in academic programs and research.**
i.	Conduct a feasibility study for funding a new building for the College within ten years to expand classroom and lab space, student learning spaces, faculty offices, the Office for Nursing Research, and an Office for Nursing Practice.
ii.	Work with the Library staff to expand library print and online holdings for student and faculty learning and scholarship.
iii.	Add six cutting edge simulation mannequins and other equiprment to fully outfit a new lab as part of the Seton Hall renovation.

C.	**Expand College of Nursing advancement activities and donor contributions to support ongoing improvements and innovation in academic programming and research.**
i.	Initiate a planned giving program for the College.
ii.	Identify and prioritize funding needs and opportunities (professorships, Chairs, Centers, facilities and equipment, library resources).
iii.	Solicit advice from the College of Nursing Leadership Council on opportunities for expanding the College's advancement initiatives.
D.	**Build partnerships to leverage opportunities for improvements in nursing education, research, and practice.**
i.	Collaborate with other schools of nursing and clinical agencies to advance a policy agenda related to educating and sustaining an adequate nursing workforce for the state of Missouri and beyond.
ii.	Expand partnerships with other departments and colleges on campus in the areas of research and training grant proposals, special projects, civic engagement, and economic development.
iii.	Expand clinical partnerships to provide new opportunities for teaching, practice and research.
iv.	Explore a formal faculty practice plan to provide new opportunities for teaching, practice and research.
v.	Explore multidisciplinary partnerships with other universities to provide new opportunities for teaching, practice, and research.
E.	**Provide mechanisms for ongoing improvement of fiscal program performance.**
i.	Track and report overall fiscal performance of programs annually.
ii.	Use national benchmarks to evaluate fiscal performance of the college and its programs
iii.	Include a cost - benefit analysis in all proposals for program changes and expansions.
iv.	Develop strategies to enhance affordability of nursing education