



**SCHOOL OF NURSING**

**STRATEGIC PLAN**

**2014-2019**

Revised December 2015

The School of Nursing Strategic Plan 2014-2019 describes the shared vision of the nursing faculty and staff. This strategic plan is a dynamic document that is used to facilitate an ongoing strategic planning process, reflecting the directions and growth of the School of Nursing.

### **Our Vision**

The School of Nursing's vision is to excel as a leader among academic institutions in knowledge development through scholarship and research; knowledge dissemination and integration through teaching; and knowledge application through community service and nursing practice. In addition to the dimensions of our vision as noted here, we see ourselves as a leader in global initiatives in nursing and health promotion.

[Aligned with College of Health Sciences Strategic Plan 2020 Pillar elements 1.1 through 1.4; 2.1 through 2.4; 3.1 through 3.4; 4.1 through 4.4; 5.1 through 5.4; April 2014]

### **Our Mission**

The mission of the School of Nursing is to educate students, advance knowledge, and provide service to the University, the profession, and the community through excellence in the discovery, application, integration, and dissemination of knowledge. The School emphasizes health promotion needs of individuals, families, groups, and communities. The mission of the School of Nursing is in concert with the missions of the University of Massachusetts Lowell and the College of Health Sciences. We aim to provide an affordable education of high quality and to focus scholarship and public service on a global vision of health promotion. Our mission is operationalized in local, regional, national and global initiatives.

[Aligned with College of Health Sciences Strategic Plan 202 Pillar elements 1.1 through 1.4; 2.1 through 2.4; 3.1 through 3.4; April 2014]

The mission of the School of Nursing is realized by programs and policies that

- Provide access to education in nursing for students from diverse backgrounds.
- Prepare graduates of the Bachelor of Science Nursing Program for entry into professional nursing practice and for advanced study in the discipline of nursing.
- Prepare graduates of the Master's Program for leadership roles in specialized advanced nursing practice and for doctoral study in the discipline of nursing.
- Prepare graduates of the Doctor of Philosophy Nursing Program for careers as nurse scholars, nurse educators, and nurse scientists who apply advanced knowledge in health promotion and develop effective strategies and interventions that narrow the gap of health disparities and that promote health for individuals, families, groups, and community.
- Prepare graduates of the Doctor of Nursing Practice Program who not only provide quality primary care to patients, but who assume leadership roles in the health care

system, and have the knowledge and skills necessary to propose solutions to improve patient care and health care outcomes.

- Promote excellence and innovation in teaching, service, scholarship and research.
- Contribute to local, regional, national and global health by helping to meet the societal need for well-educated nursing professionals with expertise in health promotion.

[Aligned with College of Health Sciences Strategic Plan 2020 Pillar elements 1.1 through 1.4; 2.1 through 2.4; 3.1 through 3.4; 4.1 through 4.4; and 5.1 through 5.4; April 2014]

### **Challenges**

As we plan for the future, the School of Nursing seeks to translate our mission and vision into an agenda for action in ever-changing healthcare and higher education environments. The School is built on a strong record of our past accomplishments, a careful assessment of present constraints and public demands, and an awareness of new opportunities. Its combination of realism and vision derives from our experiences of meeting challenges and our commitment to the fundamental mission of the University, the College, and the School.

### **Strategic Goals**

Our mission and vision are broad and encompass three areas: research, teaching, and public service activities. Nursing priority areas are articulated in goals of the Strategic Plan of Nursing. These goals are lasting and bold yet achievable. The objectives represent key outcomes expected by the nursing faculty. The benchmarks are performance measures that the School of Nursing monitors to assess the progress toward achieving the goal. Lastly, the action steps outline initiatives, timelines, activities, and/or programs that are critical to accomplishing the objectives. The School of Nursing Strategic Plan is in alignment with the University of Massachusetts Lowell and the College of Health Sciences Strategic Plans 2020.

#### **GOAL 1: To produce well prepared graduates to meet the needs of diverse populations in an ever-changing global healthcare environment.**

As an institution of higher learning, the School of Nursing at the University of Massachusetts Lowell espouses excellence in education. As such, our faculty remains committed to the delivery of education that reflects the most current standards in higher education. Using innovative approaches to teaching and learning, faculty within the School of Nursing aims to apply state of the art and science technologies and knowledge into teaching. Coupled with a highly qualified and dedicated faculty, such strategies position us as leaders in nursing education.

Because Goal 1 of the School of Nursing's strategic plan spans the undergraduate, graduate and doctoral programs, the work of each program committee is presented separately.

[Aligned with College of Health Sciences Strategic Plan 2020 Pillar elements 1.1 through 1.4; 2.1 through 2.4; and 5.2 through 5.4; April 2014]

**GOAL 2: To increase scholarship and programs of faculty research with successful funding and to create opportunities for faculty professional growth.**

The Strategic Plan for Goal 2 is presented as an integrated plan, recognizing that faculty members at all levels of the program engage in programs of scholarship and nursing research in collaborative ways that are not delineated along programmatic lines.

Scholarship and research in Nursing is also guided by two overarching goals of the nation (1) helping individuals of all ages to increase life expectancy and to improve their quality of life, and (2) eliminating health disparities among different segments of the population. Health disparities are noted among individuals and families who are uninsured and lack access to healthcare and ethnic minorities who tend to receive lower quality of healthcare. In line with the national agenda to eliminate health disparities, nursing faculty continue to conduct research/scholarly work that aims to understand health disparities and find effective interventions to eliminate disparities and thus promote health for all. Since we are situated in an immigrant city, we must translate our research expertise into promoting health for diverse individuals, families, groups, and the community. .

We see unique opportunities in the Lowell/Merrimack Valley with a variety of ethnic minority groups. We work to identify major health disparities in these groups and develop research projects/proposals accordingly to address these issues. Collaboration between nursing and the University's community outreach groups and community partners is a *must* since scholarship of engagement requires research *in* the community so that the key players in the community are involved in this knowledge creation process and together bring sustained beneficial effects to the community.

Our scholarly work and research does not end at the boundaries of the Merrimack Valley. We recognize the importance of diversity in collaborations across the campuses of the University of Massachusetts, regionally, nationally and globally.

[Aligned with College of Health Sciences Strategic Plan 2020 Pillar elements 2.4; 3.1 through 3.4; 4.4; and 5.1 through 5.4; April 2014]

**GOAL 3: To effectively provide professional and community services to meet the public needs.**

Nursing faculty and staff have provided a myriad of professional services to meet the public needs. We have identified an immediate need for the establishment of community partnerships in the Lowell community as well as into the surrounding Greater Lawrence community. By doing so we can further expand the Nursing Schools' practice, teaching, service learning experiences, and scholarship into such partnerships.

[Aligned with College of Health Sciences Strategic Plan 2020 Pillar elements 1.1 and 1.2;2.3 and 2.4;3.1 through 3.4;4.1 through 4.4. April 2014]

## Goal 1: Baccalaureate Program Committee

To produce well prepared graduates to meet the needs of diverse populations in an ever-changing global healthcare environment.

<b>Objectives: Education</b>	<b>Date</b>	<b>Benchmarks</b>	<b>Action Steps</b>	<b>Resources needed</b>
A. Maintain a 90% or higher first time NCLEX pass rate for each pre-licensure class year	Ongoing	State Board of Nursing reports	<ul style="list-style-type: none"> <li>• Maintain current use of specialty and exit HESI exams, delete Patho and add Health Assessment HESI exams and maintain individualized action plans.</li> <li>• Teach test-taking strategies early in 33.101, provide examples throughout nursing didactic courses, and repeat in 33.413 Role Transition.</li> <li>• Coordinator of Student Success tracks students at risk, follows up with advisors</li> </ul>	<p>Retention Coordinator for student success</p> <p>Ongoing funding for test taking strategies consultant</p>
B. Maintain an 85% or higher graduation rate for BS program as measured from spring sophomore nursing courses	Ongoing	Enrollment and graduation reports	<ul style="list-style-type: none"> <li>• Collaborate with Admissions to admit most qualified applicants by specific date(s)</li> <li>• Encourage individual and small group tutoring and study groups</li> </ul>	
C. Increase the number of students who graduate with honors from the Commonwealth honors program.	Spring 2015	Increase to 10%	<ul style="list-style-type: none"> <li>• Identify faculty representative to Honors Program</li> <li>• Orient faculty to program expectations</li> <li>• Encourage student participation</li> </ul>	Baccalaureate faculty member Ramraj Gautam
D. Increase enrollment, retention, and graduation of minority students	Fall 2015	Increase to 15% male Increase to 25% diverse race/ethnicity	<ul style="list-style-type: none"> <li>• Collaborate with Admissions to admit most qualified minority applicants</li> <li>• Collaborate with Financial Assistance to provide a comprehensive fin. package</li> <li>• Encourage individual and small group tutoring/study groups</li> <li>• Enhance academic advisement of</li> </ul>	Recruitment/Retention Counselor (S. Lane)

### Goal 1: Baccalaureate Program Committee

To produce well prepared graduates to meet the needs of diverse populations in an ever-changing global healthcare environment.

			minority students	
--	--	--	-------------------	--

## Goal 1: Baccalaureate Program Committee

To produce well prepared graduates to meet the needs of diverse populations in an ever-changing global healthcare environment.

Objectives: Education	Date	Benchmarks	Action Steps	Resources needed
E. Increase enrollment and graduation of RN-BS students.	Spring 2016	Maintain enrollments of 24-36 students/ cohort	<ul style="list-style-type: none"> <li>• Maintain option through OCE with the School's/program oversight</li> <li>• Evaluate RN-BS option and progression to support DHE Nursing Initiative for seamless progression</li> <li>• Offer RN-BS at Satellite Campus.</li> </ul>	<p>Strong partnerships with community colleges and hospitals</p> <p>Financial support for students</p> <p>Blended courses</p>
F. Increase independent studies and collaborative baccalaureate faculty – student research projects	Ongoing	<p>At least one application per year</p> <p>3-5 collaborative research studies per year</p>	<ul style="list-style-type: none"> <li>• Apply for internal seed grants for collaborative faculty-baccalaureate student research projects</li> <li>• Offer directed studies to encourage collaborative research among faculty, undergraduate/graduate students</li> <li>• Support student research through honors student project participation</li> <li>• Disseminate findings at the school's Preceptor Appreciation/Research Day and/or University undergraduate research symposium</li> </ul>	<p>Administrative assistance to collate application and studies</p> <p>Difference Maker Funding</p>
G. Investigate feasibility of a professional nursing portfolio for all students	Fall 2013	If approved, implement Fall 2014	<p>SP2013 – Form ad hoc committee</p> <p>F2013 – Report to program committee</p> <p>F2015 – Determined to not be feasible.</p>	<p>Mote/Knight to Co-Chair</p> <p>Baccalaureate faculty participation</p>
H. Investigate feasibility of competency-based approach to education.	Spring 2014	If approved, implement Spring 2018	<p>Baccalaureate Curriculum Committee</p> <p>SP2013 – Discuss competency-based ed.</p> <p>F2013 – Review competency-based education programs</p> <p>SP2013- Attend/plan faculty workshop</p> <p>F2014 – Report to Program Committee</p> <p>F2015 – Deferred discussion to F2016</p>	<p>Baccalaureate faculty participation</p> <p>Consultant/costs for workshop</p>

## 2013 Graduate Program Committee Goals

To produce well prepared graduates to meet the needs of diverse populations in an ever-changing global healthcare environment.

Objectives	Date	Benchmarks	Action Steps	Comments
<p>1. Recruit and retain high quality students to all graduate programs with an emphasis on increasing diversity among students.</p>	<p>2015-2020</p>	<p>1. Recruit and enroll a student body with 30% diversity among all graduate student programs (diversity includes gender, race, ethnicity, country of origin, disability and from groups that are traditionally economically disadvantaged)</p> <p>2. Retain 80% of PhD, MS DNP matriculated students.</p>	<ul style="list-style-type: none"> <li>• Selected faculty members attend all graduate open houses, respond to inquiries in a timely manner</li> <li>• Interviews conducted as needed for admission consideration</li> <li>• Web site to be updated regularly</li> <li>• Establish web search to link with School webpages vs. Admissions' website</li> <li>• Recruitment materials to target diverse student populations</li> <li>• Recruitment for doctoral programs to target universities</li> <li>• DNP outreach to MCNP and NH state organization.</li> <li>• Coordination of admissions process with faculty to accept qualified applicants. Recruitment and acceptance efforts will focus on qualified applicants who meet diversity criteria</li> <li>• Coordination with the University Multi-Cultural Affairs office</li> <li>• Students at risk for failure will be counseled with written warning that outlines action steps for success</li> <li>• Pro-active ongoing advising</li> <li>• Develop peer –to-peer mentoring system within each program.</li> <li>• End of program evaluations will be reviewed by graduate Curriculum Committee</li> </ul>	<p>Adequate faculty numbers to mentor graduate students in the role of NP, DNP and PhD</p> <p>Fiscal support for advertising and recruitment activities</p> <p>Staff trained in editing on UML website</p> <p>Ongoing available marketing personnel/staff</p> <p>Available staff trained to participate in recruitment activities such as setting up tables at conferences and events at universities and being able to hand out appropriate marketing materials</p>

## 2013 Graduate Program Committee Goals

To produce well prepared graduates to meet the needs of diverse populations in an ever-changing global healthcare environment.

Objectives	Date	Benchmarks	Action Steps	Comments
		3. Enroll the following number of new students annually: <ul style="list-style-type: none"> <li>• PhD: 5-8</li> <li>• DNP: 6-8 Fast-Track and 5 Post MS students</li> <li>MS: 4-6 Fast-Track and meet annual program quota for each track</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a regional (and international for PhD) marketing plan to recruit for all graduate programs</li> </ul> Institute information sessions for students and faculty related to various programs: BS-MS RN-MS; MS-DNP and fast-track options each semester	
2. Maintain a curriculum that meets professional accreditation standards (AACN Essentials for MS and DNP; AACN Pathways to Excellence Report for PhD).	2015-2020	1. Review curriculum annually in spring for all program accreditation standards (MS and DNP programs) or professional standards (PhD program)  2. Evaluate 100% of courses each semester in all programs with 80% student response rate for course evaluations  3. Conduct Exit surveys among graduates of all programs  4. Conduct MS and DNP Mid-program evaluations	<ul style="list-style-type: none"> <li>• Ongoing review by curriculum committee of mapping</li> <li>• Ongoing review of and vote on Curriculum committee's recommendation by graduate faculty</li> <li>• Spring faculty workshop on curriculum to review and vote on committee changes</li> <li>• MS, DNP and PhD student representation on Graduate program committees</li> <li>• University and course specific evaluations to be completed for all graduate courses and reviewed by faculty</li> <li>• Annual exit survey deployed for all graduates – reviewed annually by faculty</li> <li>• Mid-program and end of program evaluations of essentials deployed on</li> </ul>	Adequate numbers of graduate faculty including NPs and research-active doctorally prepared faculty  Trained administrative staff to develop and update student course evaluation databases  Go to Meeting or similar mechanism used to encourage student participation in graduate program committee.

## 2013 Graduate Program Committee Goals

To produce well prepared graduates to meet the needs of diverse populations in an ever-changing global healthcare environment.

Objectives	Date	Benchmarks	Action Steps	Comments
		<p>5. Develop and implement a comprehensive PhD program evaluation</p> <p>6. Maintain a minimum 90% pass rate on MS track certification exams</p>	<p>Typhon for MS and DNP students and reviewed annually by faculty</p> <ul style="list-style-type: none"> <li>• Planning meeting Fall 2015 based on AQAD recommendations for PhD</li> <li>• Ongoing database developed for tracking course ratings and MS certification pass rates</li> </ul>	
3. Maintain fair and equitable policies that are aligned with the School's goals that support the learning environments.	2015-2020	<p>1. Distribute program handbooks to 100% of new graduate students on admission</p> <p>2. Review of student handbooks and updates as needed annually by the Graduate Program Committee</p> <p>3. Update Graduate student library guide annually and ensure it is available to all graduate students</p>	<ul style="list-style-type: none"> <li>• Handbooks are sent to all accepted students after admission. Updates to handbook sent electronically.</li> <li>• Student policy review set as agenda for graduate meetings annually.</li> <li>• Policies related to qualifying exam, dissertation, and DNP projects are evaluated annually.</li> <li>• Library guide link available on course syllabi and Blackboard.</li> </ul>	<p>Fiscal support for initial printing and mailing of new admissions' Handbook mailing.</p> <p>Identify an ongoing Graduate faculty member liaison with library contact (service role)</p>
4. Explore program development that will serve to increase capacity of graduate programs and facilitate student progression.	2015-2020	<p>1. Program Development Options to be explored:</p> <ul style="list-style-type: none"> <li>• BS to DNP</li> <li>• MS to PhD Fast track</li> <li>• BS to PhD</li> </ul> <p>2. Evaluate an alternate MS option that meets the needs</p>	<ul style="list-style-type: none"> <li>• Development of Subcommittees to examine feasibility of program development and expansion</li> <li>• Development of innovative practicum models for MS students</li> </ul>	<p>Adequate Graduate faculty numbers needed to teach across all graduate levels</p> <p>Financial support or academic year course reduction if faculty work in summer</p>



## 2013 Graduate Program Committee Goals

To produce well prepared graduates to meet the needs of diverse populations in an ever-changing global healthcare environment.

Objectives	Date	Benchmarks	Action Steps	Comments
		3. Provide financial support to at least 20% of MS students in need  4. Increase the Nurse Faculty Loan requested funding by 30% in 2016 and 5% annually thereafter until all doctoral student self-identified financial needs are met.	<ul style="list-style-type: none"> <li>• Development and deployment of doctoral student survey related to Nurse faculty loan interest</li>   <li>• Offer adjunct faculty positions or graduate assistantships to qualified students.</li> </ul>	
5. Explore funding resources	2015	Submit HRSA Advanced Education in Nursing Proposals annually to seek increased funding -Respond to a RFP for funding of DNP and/or MS programs with a submitted proposal annually for 3 years	Increase administrative support to graduate programs for recruitment and responding to program inquiries -To submit training grants and new program development proposals -To provide faculty release time of 1 course load reduction annually for 3 years to develop funding proposals	

## Goal 2 for the School of Nursing

To increase scholarship and programs of faculty research with successful funding

Objectives	Date	Benchmarks	Action Steps	Resources Needed
A. Target admission of 6-10 highly qualified students per year for next five years, pending faculty resource availability.	2013-2016	Admit 6-10 students/year from 2013-2016  Retain 80% of admitted students over the 5 year period	Recruit students from all New England's schools of nursing, targeted hospitals via direct mailings, emails, telephone calls, recruitment fairs on-site and at UML, Facebook, Linked-In and other social media methods  Target student with diverse ethnic/racial and economic background in addition to other diverse, minority groups.  PhD Program Director, faculty and students to promote new program by health promotion presentations at recruitments sites noted above	Reduced load for PhD Director for marketing activities in 2013-2014 academic year  Travel funds for student, faculty, and director travel to off sites for recruitment purposes Funding for mentorship of diverse students. Full time TA for PhD program for next 5 years  Administrative support and marketing funds needed to promote this recruitment goal
B. Recruit and retain full time research funded faculty	2013-2016	Full cadre of full time new faculty hires at Associate level by 2016 Criteria posted by HR for Nursing Dean by 2013	Secure Search Firm for research and Nursing Dean search  Change requirements from RN research to funded research in health promotion to increase applicant pool per national trends in other Nursing Schools	-Secure Funding for search firm -Research infrastructure including administrative support and biostatistician support on campus -Funds for research faculty advertising in non-nursing research journals as well as nursing research journals
C. Explore opportunities to develop collaborative relationships with nursing programs internationally	2013-2016	Accept a minimum of one international student/year	PhD Director to continue to develop contact with international nursing programs Invite PhD international visiting student scholars to enhance UML reputation and visibility throughout the world  Explore relationships with other countries including Israel, Kuwait, Thailand and Bali	Travel funds allowed once/year to faculty interesting in meeting with schools abroad  Funding to improve housing availability for international students and visitors

## Goal 2 for the School of Nursing

To increase scholarship and programs of faculty research with successful funding

<b>Objectives</b>	<b>Date</b>	<b>Benchmarks</b>	<b>Action Steps</b>	<b>Resources Needed</b>
D. Assess the feasibility of a BS-PhD program	2013-2016	BS-PhD Feasibility and Determination of Need Report to be completed by Spring 2014	Monthly BS-PhD task force meetings 2013-2014 (on hold per Dean's request)  If approved: target implementation date: Fall 2014	Reduced load for faculty Chair of Task Force Designated Administrative Support Consulting Fees for outside expert in the field of this program development
E. Secure support for full time biostatistician faculty position for PhD students	2013-2014	Full time biostatistician faculty position	Secure approval for posting position on HR website	University level or support for position
F. Implement and Evaluate Revised PhD Curriculum using executive weekend format for nursing core courses	2013-2016	Accept 6-10 students into the revised program Fall 2013  Annual student surveys to evaluate program 2013-2016  Annual evaluation reports: Spring 2013-2016  Graduate program surveys with first class to graduate (expected 2016-2017)	Formal evaluation of courses and teaching methodologies each semester by students and faculty, 2013=2016  Annual Evaluation Report  Delay AQAD 2 years: Next review will occur in the 2014-2015 academic year.  Continue ongoing student retention database.	Funding for ongoing technology training for faculty essential to keep up with new trends and latest technologies.  Half time dedicated PhD Program Administrative staff person to assist with coordination or recruitment and evaluation efforts.  Formal data tracking system in place maintained by administrative staff related to enrollment and retention

## Goal 2 for the School of Nursing

To increase scholarship and programs of faculty research with successful funding

Objectives	Timeline	Benchmarks	Action Steps	Committee Assessment
1. Maintain community and interdisciplinary academic collaborations for research, teaching and community service	<b>2014-2019</b> ongoing	Collaborations are ongoing and productive  Documented research partnerships for faculty	Link faculty research expertise and scholarly interests with agencies dealing with identified health disparities in the community  Develop and maintain relationships with contacts in the community agencies to begin or continue dialogue related to areas of potential collaboration.  Consult with Nursing Advisory Board (NAB) and community-based stake holders for research partnerships.  Form faculty working groups on target areas of scholarly work and research across the area of health promotion  Collaborate with the University existing community outreach groups.  Create a forum for faculty sharing information about collaborative opportunities for scholarly work and/or research within the school, across COHS and the UML community as well as across UMass campuses.	Ongoing formative evaluation to assess accomplishment of benchmarks
2. Increase the number of internally and externally funded grants awarded each fiscal year for projects related to research, teaching and community service.	<b>2014-2019</b> Ongoing	Submitted internal grant proposals will increase by 5% a year Submitted external grant proposals will increase by	Administrative Research support infrastructure  Administrative support for grant proposal submissions, pre and post grant	Develop a mechanism for internal/external tracking of grant application and funding in the SON

## Goal 2 for the School of Nursing

### To increase scholarship and programs of faculty research with successful funding

		5% a year	and budgets	
3. Increase training/traineeship grants to current and prospective Students.	2014-2019 Ongoing	Funded internal grant proposals will increase by 5% a year  Funded external grant proposals will increase by 5% a year	Develop strategies for peer review of grants slated for submission.  Continue to respond to state and federal RFA in the area of education grants by submitting proposals.  Each academic year, identify prospective funding sources and allocate personnel and other resources to respond  Identify and apply for state and national training grant RFPs that supports nursing workforce  Encourage faculty participation in grant writing sessions  Budget planning session  <b>Have a Statistician available</b>	Address the feasibility of 5% increase as noted.
4. Create an environment that supports faculty research and scholarship	2014-2019 Ongoing	Faculty publications in peer reviewed journals will increase by 5% per year  Faculty presentations in national and international referred conferences will increase by 5% per year  Sustained faculty	Administrative Research Support infrastructure that supports the research activity of the school  Mentorship of junior faculty  Support for senior faculty scholarship  Established plan to meet the ongoing learning needs of both junior and senior faculty	

## Goal 2 for the School of Nursing

### To increase scholarship and programs of faculty research with successful funding

		mentoring for junior faculty/peer support for senior faculty  Revision of current mentoring/peer support activities to better meet the needs of the faculty  100% of faculty promotion and tenure application will be approved	Build infrastructure within the school to facilitate faculty preparation for application for promotion and tenure  Invite junior faculty to participate in Senior faculty research	
5. Enhance faculty teaching abilities to reflect current trends in teaching with innovative teaching/learning strategies.	2014-2019 Ongoing	Engagement in ongoing programs for enhancement of teaching skills offered by the university  All faculty will incorporate active transformational learning strategies	Assessment of efficiency of current teaching/learning strategies.	
7. Review and revise ongoing faculty recruitment plan to maximize capacity for faculty scholarship	2014-2019 Ongoing	SON will define an acceptable ratio of TT/NTT faculty to meet its strategic goals	Analysis of unfilled positions on faculty productivity in scholarship	

## Goal 2 for the School of Nursing

To increase scholarship and programs of faculty research with successful funding

### Goal 3 for the School of Nursing

To effectively provide professional and community services to meet public needs

Objectives	Date	Benchmarks	Action Steps	Responsible Person
1. Broaden the engagement of community service/learning partnerships focused on health promotion.	2014-2019 Ongoing	Documentation of established community partnerships & the nature of the involvement, e.g., consultation, education, board member, etc.)  Documentation of faculty involvement in public services through community agencies.  Continued efforts at publicizing faculty efforts in the community to enhance exposure to their work in the community	Determination of both the area and extent of needs in the community.  Use of faculty involvement in public service opportunities as an opportunity for student engagement and learning experiences. Integrate these experiences as part of established course work, when possible.	
2. Evaluate potential growth for the extension of service/learning partnerships to national or international opportunities.	2014-2019 Ongoing	Faculty involvement in interdisciplinary and international collaborative efforts in teaching consultation and research.	Development of evaluation strategies to determine the quality of service/learning partnerships.  Development of strategies for coordination of efforts by faculty.	
3. Evaluate potential avenues for the branding of Health Promotion to all activities related to the School of Nursing.(Faculty Input needed on this objective)	2014-2019 Ongoing	Consistency in the use of established UML branding, coupled with the School if Nursing branding efforts.	Liaison activities with university PR resources.  Work toward university related partnerships	

### Goal 3 for the School of Nursing

To effectively provide professional and community services to meet public needs

<p>4. Dynamic engagement from the Nursing Advisory Board for their inputs/advice related to teaching, research, service and fundraising.</p>	<p>2014-2019 Ongoing</p>	<p>Quarterly advisory board meeting. Composition of the Advisory Board will reflect the diversity of the student body and community  Advisory board members will represent primary, secondary, tertiary healthcare organizations and other community based organizations and businesses.</p>	<p>Continue to build partnerships</p>	<p>Advisory Board meeting held on May 8<sup>th</sup>, 2014 and further refinement of benchmarks and Goal 4 to include fundraising and representation of all healthcare parties and business representation.</p>
<p>5. Increase alumni participation in the SON activities related to scholarship, service, practice and fundraising.</p>	<p>2014-2019 Ongoing</p>	<p>Growing number of alumni participating in UML nursing activities and advancement</p>	<p>Continue building alumni relationships  Facebook with current and alumni students</p>	