

Western Carolina University

School of Nursing

Strategic Plan

2014 - 2020

Strategic Direction #1 – Fulfill the Educational Needs of State and Region

Goal 1.1: Prepare nurses at the undergraduate and graduate level to provide high quality health care across the region, state and beyond.

Initiative 1.1.1: Evaluate the educational needs for undergraduate and graduate nurses on an ongoing basis.

Initiative 1.1.2: Implement programmatic initiatives based on educational needs.

Goal 1.2: Provide high quality learning experiences for nursing students.

Initiative 1.2.1: Evaluate emerging health care trends and ensure that curriculum and clinical learning models support evolving practices.

Initiative 1.2.2: Develop and implement a quality simulation program.

Initiative 1.2.3: Expand use of simulation across the curriculum.

Initiative 1.2.4: Employ best practices in the delivery of online education.

Goal 1.3: Develop innovative ways to educate nurses through academic practice partnerships and collaboratives that meet the needs of the region and advance the educational preparation of nurses.

Initiative 1.3.1: Identify collaborative grant opportunities.

Initiative 1.3.2: Expand service learning projects with community agencies.

Initiative 1.3.3: Expand innovative educational models in collaboration with academic and practice partners.

Goal 1.4: Establish a state of continual readiness through accreditation and recognition.

Initiative 1.4.1: Utilize the Quality Enhancement Plan (QEP), and Program Evaluation to monitor and improve performance.

Initiative 1.4.2: Continually assess and revise curriculum of all programs to include the latest standards and competencies from national organizations (e.g., Commission on Collegiate Nursing Education (CCNE) standards, Quality and Safety Education for Nurses (QSEN) competencies, American Association of Colleges of Nursing (AACN) Essentials, National Organization of Nurse Practitioner Faculty [NONPF] Guidelines).

Initiative 1.4.3: Explore ways that components of the NLN Excellence in Nursing Education model could be used to enhance the School of Nursing.

Goal 1.5: Offer high quality continuing education to healthcare providers within the region.

Initiative 1.5.1: Develop a plan to increase continuing education offerings.

Strategic Direction #2 – Enrich the Total Student Experience

Goal 2.1: Provide a rich learning environment that extends beyond the classroom walls.

Initiative 2.1.1: Expand and promote inter-professional opportunities.

Initiative 2.1.2: Integrate the philosophy of caring into all curricular and extra-curricular activities.

Initiative 2.1.3 Enhance activities that promote socialization within the School of Nursing and the nursing profession.

Initiative 2.1.4: Expand opportunities for students to serve in leadership roles.

Goal 2.2: Increase diversity of faculty, students and staff.

Initiative 2.2.1: Identify barriers that contribute to lack of diversity.

Initiative 2.2.2: Develop a plan to recruit and retain a diverse student, staff and faculty population.

Initiative 2.2.3: Identify new funding opportunities to increase diversity.

Initiative 2.2.4: Expand mentoring programs to increase opportunities for success of students from diverse backgrounds.

Goal 2.3: Increase level of scholarship for faculty and students.

Initiative 2.3.1: Develop a plan to increase nursing research productivity.

Initiative 2.3.2: Explore options for workload adjustments to support faculty scholarship.

Initiative 2.3.3: Increase student opportunities for undergraduate scholarship.

Goal 2.4: Provide holistic student centered services.

Initiative 2.4.1: Explore options for funding of clinical coordinator to assist with clinical placements.

Initiative 2.4.2: Evaluate current process for student advising for all programs.

Initiative 2.4.3: Collaborate with Biltmore Park Executive Director to establish a plan to increase student support resources (**library, IT, tutoring**).

Strategic Direction # 3 – Enhance Our External Partnerships

Goal 3.1: Continue to explore, develop and foster partnerships within the community/region.

Initiative 3.1.1: Identify opportunities for representation on regional and statewide boards and committees.

Initiative 3.1.2: Explore opportunity for partnerships to develop faculty practice.

Goal 3.2: Explore options to expand engagement in nursing and nursing education globally.

Initiative 3.2.1: Establish a plan to expand our international affiliation with schools of nursing.

Initiative 3.2.2: Seek opportunities to expand international educational experiences.

Strategic Direction #4 – Invest in Our People

Goal 4.1: Create and maintain a satisfying professional experience for faculty and staff.

Initiative 4.1.1: Utilize the National League for Nursing (NLN) Healthful Work Environment Tool Kit© to develop a plan to assess and enhance faculty and staff satisfaction.

Initiative 4.1.2: Investigate the feasibility of implementation of a clinical track.

Initiative 4.1.3: Develop a plan to increase the number of tenured faculty.

Initiative 4.1.4: Pursue opportunities to support faculty and staff development.

Initiative 4.1.5: Establish a plan to support faculty and staff self-care by supporting health and wellness initiatives.

Strategic Direction #5 – Invest in Our Core Resources

Goal 5.1: Provide sufficient faculty and staff to mirror future program growth.

Initiative 5.1.1: Evaluate our ability to recruit and retain high quality faculty and staff.

Initiative 5.1.2: Seek internal/external funding for faculty, staff and physical assets to support visionary programs (e.g. simulation learning, grants and research and international programs).

Goal 5.2: Enhance the utilization of our physical resources and use of advanced teaching/learning technologies.

Initiative 5.2.1: Develop a plan to improve space utilization.

Initiative 5.2.2: Create a plan to maximize the utilization of technology.

Goal 5.3: Support future growth and expansion with adequate classroom and office space, support for technology and equipment.

Initiative 5.3.1: Develop a plan to address expansion capacity at Health and Human Sciences (HHS) Building and Biltmore Park.

Goal 5.4: Improve the effectiveness and efficiency of core processes to ensure continuous improvement and increasing ability to support the programs.

Initiative 5.4.1: Develop a Quality Improvement plan to address processes.

Initiative 5.4.2: Identify cost effective and time saving strategies (e.g transitions from paper to electronic, effective use of faculty time, video conferencing, student files).

Strategic Direction #6- Garner Support for Our Vision

Goal 6.1: Develop a culture that aligns all our efforts with the School of Nursing Mission, Vision and Philosophy.

Initiative 6.1.1: Create or modify existing orientation messages for new faculty, staff, and students to ensure early introduction to and understanding of the School of Nursing Mission, Vision and Philosophy.

Initiative 6.1.2: Facilitate a shared understanding of and commitment to the School of Nursing's Mission and Vision among nursing faculty, staff, and students.

Initiative 6.1.3: Develop specific strategies to integrate the Mission and Vision and Philosophy into daily activities.

Goal 6.1: Explore the expansion of alumni activities and community partnerships.

Initiative 6.2.1: Develop a plan to increase alumni engagement.

Initiative 6.2.2: Develop a plan to increase engagement with community partners.

Goal 6.3: Actively pursue avenues to increase financial support.

Initiative 6.3.1: Develop advancement council to assist with planning and fundraising.

Initiative 6.3.2: Develop a plan to recognize scholarship donors.

Initiative 6.3.3: Pursue increased operating budget for that reflects projected growth.

Initiative 6.3.4: Expand revenue from Continuing Education offerings and Certificates.