

**UNIVERSITY OF DELAWARE SCHOOL OF NURSING**  
**STRATEGIC PLAN 2013-2016**

**School of Nursing – Overall**

**MILESTONE 1: UD SON will be visible and engaged locally, nationally, and globally as a premier School of Nursing.**

| <b>Action Steps/Strategies<br/>(Plan with Responsible Party)</b>  | <b>Success Statements<br/>(Expected Outcomes)</b>   | <b>Target Date</b>   | <b>Resources Needed</b>  | <b>Actual Outcomes and/or Revisions</b> |
|---|---|--|--|---|
| 1.1 SON administration, faculty and staff will identify opportunities for increased marketing and visibility of existing health, education, and research programs as well as faculty and student accomplishments. | 1.11 Program advertisements consistently appear in professional publication and media.<br>1.12 Faculty uses CHS Communications Request form to contact Diane Kukich, CHS Communications liaison, with news of faculty/student success as it occurs.<br>1.13 UD School of Nursing Website remains current with updates requested annually in fall. | Fall 2013<br><br>Fall 2013<br><br>Fall 2013                        | Annual Recruitment budget<br><br>Time to submit; Timely submission<br><br>Website liaison in SON?                  |   |
| 1.2 SON faculty will continue to seek opportunities to actively participate on local, national, or international healthcare-related committees and organizations.   | 1.21 Tenure/tenure track faculty participation/leadership on local, national, and international committees exceeds 75%.   | Fall 2014  | Time; Balance teaching, scholarship, service time during workload determination                                    |   |
| 1.3 SON faculty will work in concert with other CHS departments to identify and implement campus-wide health initiatives to engage faculty, staff, and students.  | 1.31 SON participates with another CHS department in at least one service or educational project that focuses on promotion of health and wellness of the campus community.  | Fall 2014  | Faculty expertise and interest; student participation; sharing of resources  |   |
| 1.4 SON faculty will develop a hybrid model for RN-BSN program at Beebe Medical Center campus and invite other nurses in Sussex County, DE, to join this initiative.  | 1.41 SON advertises program to nurses in Sussex County through media and visits to agencies by nurse recruiter.<br>1.42 SON receives additional resources for Sussex program recruitment and teaching courses.<br>1.43 RN-BSN coordinator and faculty initiate hybrid nursing courses at Beebe Medical Center.                                    | 2013 through Spring 2014<br><br>Spring, Fall 2014<br><br>Fall 2014 | Travel time, advisement time, refreshments<br>Faculty/s-contract to teach 2 courses (periodic Sussex visits/class) |   |
| 1.5 SON faculty will continue to develop and offer study abroad programs for nursing students, with a portion of them having an emphasis on service learning.   | 1.51 SON offers at least 2 study abroad programs each year, with at least one having a service learning component.  | Winter Session 2013; Spring Break 2013                             | Faculty available and interested in teaching; adequate enrollment  |   |

**UNIVERSITY OF DELAWARE SCHOOL OF NURSING**  
**STRATEGIC PLAN 2013-2016**

**School of Nursing – Overall**

**MILESTONE 2: UD SON will be a desirable, welcoming and professionally rewarding work environment that supports the growth of its faculty and staff.**

| <b>Action Steps/Strategies<br/>(Plan with Responsible Party)</b>  | <b>Success Statements<br/>(Expected Outcomes)</b>   | <b>Target Date</b>                                 | <b>Resources Needed</b>   | <b>Actual Outcomes and/or Revisions</b>  |
|---|---|--|---|--|
| 2.1 Faculty and staff will be actively engaged in the SON, CHS and University.  | 2.11 All faculty and staff demonstrate good citizenship including, but not limited to, active engagement and accountability, timely notice of events, calendar of meetings, “presence” at working meetings, and active participation in SON & CHS activities. | Fall 2013  | Notification of events in timely fashion; Updated “Dates of Interest” document; Use of GoogleDocs signups; Coordination with CHS planning |  |
| 2.2 Governance Committee will explore options and develop a realistic plan for faculty and staff workforce succession.  | 2.21A realistic workforce plan is implemented to build a robust faculty base.<br>2.22Organizational chart and job descriptions reflect the most recent workforce plan.  | Fall 2013<br><br>Spring 2014 and updated as needed | Rationale for proposed hires; CHS financial support of hires; faculty input   | Fall 2013: 3 searches for tenure track faculty.  |
| 2.3 Governance Committee will create and maintain faculty mentorship guidelines.  | 2.31 Faculty mentorships are established for each new faculty member.<br>2.32 Faculty mentors and mentees use mentorship guidelines and make suggestions for revisions as needed.   | Fall 2013<br><br>Fall 2014                         | Faculty willing and available to mentor; time for mentorship activities   | Fall 2013: checklists for CNTT and tenured faculty developed and piloted   |
| 2.4 Faculty will host community-building SON events each semester.  | 2.41 Community-building SON events are held once per semester.  | Fall 2013 and each semester                        | Faculty willing to plan events; time; advertisement   |  |
| 2.5 SON administration, in collaboration with CHS, will modernize learning environment from both structural and technological perspectives and based on SON faculty input and available fiscal resources. | 2.51 Physical learning environments are updated including furniture, technology, equipment and supplies as annual resources are known.  | Fall 2013  | Budgeting for needs annually; consider use of discretionary funds for classroom updates   | Fall 2013 new desks in classrooms, UD Capture in 114 MDH; new computers for new faculty; replace old computers in order of need determined by CITAs in CHS |

**UNIVERSITY OF DELAWARE SCHOOL OF NURSING  
STRATEGIC PLAN 2013-2016**

**School of Nursing – Overall**

**MILESTONE 3: UD SON will be a diverse community of students, faculty and staff.**

| <b>Action Steps/Strategies<br/>(Plan with Responsible Party)</b>                             | <b>Success Statements<br/>(Expected Outcomes)</b>   | <b>Target Date</b>  | <b>Resources Needed</b>  | <b>Actual Outcomes and/or Revisions</b> |
|--|---|---|--|---|
| 3.1 SON will implement a recruitment and retention plan targeting underrepresented students. | <p>3.11 Recruitment includes groups such as STEM students, McNair Scholars, and students from underrepresented high schools and/or universities. Current minority students from underrepresented groups volunteer for these events.</p> <p>3.12 Enrollments of students from underrepresented groups will increase by at least 3% each year for 3 years. Attrition of minority students will decrease by 5%.</p> <p>3.13 A SON Diversity Advisory Committee (composed of alumni from underrepresented groups) meets at least twice annually to discuss issues and solutions to recruitment and retention. Suggestions are implemented as appropriate.</p> <p>3.14 Retention strategies such as Minority Nursing Student Organization activities, participation in NUCLEUS, study groups for underrepresented and at risk students in nursing, and follow-up by specific faculty member/academic coordinator/CHS advisement team are implemented.</p> <p>3.15 Internal and external funding are obtained to support initiatives.</p> | <p>Fall 2013</p> <p>Fall 2015</p> <p>Fall 2013</p> <p>At least one by Spring 2014</p> <p>Fall 2013 (internal); Spring 2015 external</p> | <p>Time for Recruitment Officer, faculty and students to attend; Notification of events in timely fashion</p> <p>Collaboration with admissions, CHS Student Services</p> <p>Faculty and students willing to participate; \$\$ refreshments; access to interested alumni; scheduling that works</p> <p>MSNO advisor; coordination with CHS Student services; faculty/staff assigned to this group</p> <p>Faculty time to apply for grants; notification of grants; assistance from CHS Dean of Research</p> |   |

**UNIVERSITY OF DELAWARE SCHOOL OF NURSING**  
**STRATEGIC PLAN 2013-2016**

**School of Nursing – Overall**

**MILESTONE 3 (continued): UD SON will be a diverse community of students, faculty and staff.**

| Action Steps/Strategies<br>(Plan with Responsible Party)   | Success Statements<br>(Expected Outcomes)  | Target Date   | Resources Needed  | Actual Outcomes and/or Revisions |
|--|--|---|---|----------------------------------|
| 3.2 SON will make deliberate efforts to attract diverse faculty and staff during searches.   | 3.2.1 Advertisement includes <i>Minority Nurse.com</i> and other venues accessed by diverse faculty population<br>3.2.3 Increased proportion of candidates and faculty from underrepresented groups in the SON.  | Fall 2013<br><br>Fall 2015  | Knowledge of advertising options<br><br>Adequate number of applicants; search process that includes attention to resources for minority faculty on campus |                                  |
| 3.3 SON will promote retention of all faculty, including specific efforts designed to retain those that represent diverse backgrounds. | 3.3.1 SON director (or designee) meets with faculty from underrepresented groups on at least an annual basis to discuss issues related to retention, campus and departmental culture and climate.<br>3.3.2 Financial support is provided for conferences and service activities as SON finances allow<br>3.3.3 Faculty members contribute to decision making related to vision and direction of the SON and its programs.<br>3.3.4 Faculty efforts are publicly recognized as opportunities arise.<br>3.3.5 Faculty members from underrepresented or diverse groups participate in culturally diverse groups and activities on campus.<br>3.3.6 SON faculty are mentored by other faculty external from department who are from similar backgrounds and/or underrepresented groups<br>3.3.7 SON maintains retention rate of minority faculty equivalent to that of the overall UD faculty. | Spring 2014<br><br>Ongoing<br>Ongoing<br>Ongoing<br>Ongoing<br>Ongoing<br>Fall 2015 | Time<br><br>Annual budgeting for travel/conferences<br><br>Information sharing at meetings, through emails, newsletters, etc.                             |                                  |

**UNIVERSITY OF DELAWARE SCHOOL OF NURSING  
STRATEGIC PLAN 2013-2016**

**School of Nursing – Overall**

**MILESTONE 4: UD SON will be a leader in interprofessional collaborations.**

| <b>Action Steps/Strategies<br/>(Plan with Responsible Party)</b>  | <b>Success Statements<br/>(Expected Outcomes)</b>   | <b>Target Date</b>                          | <b>Resources Needed</b>   | <b>Actual Outcomes and/or Revisions</b> |
|---|---|---|---|---|
| 4.1 The SON Director will explore/evaluate the role of the DHSA and determine its articulation with the SON (e.g., as it pertains to research and preceptors/clinical spots). | 4.1.1 Faculty keep Director and Dean/ED of DHSA informed of any obstacles to teaching, research or service within the DHSA and offer realistic solutions to propose to DHSA Advisory Board.<br>4.1.2 UD faculty participate in opportunities for educational and research grants with DHSA partners<br>4.1.3 UD SON reports enhanced research access/opportunities and enhanced preceptor/clinical education availability at DHSA-sponsored institutions.   | Fall 2013<br><br>Fall 2013<br><br>Fall 2014 | Knowledge of advertising options<br><br>Adequate number of applicants; search process that includes attention to resources for minority faculty on campus   |   |
| 4.2 Continue to enhance educational and research activities that focus on interdisciplinary and/or interprofessional collaboration  | 4.2.1 Undergraduate and graduate nursing students have opportunities to interact and learn with students from other disciplines at least once annually during their programs.<br>4.2.2 SON faculty collaborate with other departments/ professionals on grant applications, research studies, and resulting presentations and publications<br>4.2.3 SON faculty representatives are engaged in development, teaching and evaluation of interdisciplinary programs/courses, e.g., Health Coaching Certificate program, Minor in Public Health program, healthcare ethics, etc. | Spring 2014<br><br>Ongoing<br><br>Ongoing   | Time; ability to schedule learning session<br><br>Awareness of potential grants; clarification of sharing of resources, credit<br><br>Receptivity and creativity of faculty; time for development |   |

**UNIVERSITY OF DELAWARE SCHOOL OF NURSING**  
**STRATEGIC PLAN 2013-2016**

**School of Nursing – Overall**

**MILESTONE 5: UD SON will maintain ongoing support for participation in Beta Xi Chapter of Sigma Theta Tau International and nursing alumni activities.**

| <b>Action Steps/Strategies<br/>(Plan with Responsible Party)</b>                                 | <b>Success Statements<br/>(Expected Outcomes)</b>  | <b>Target Date</b>                            | <b>Resources Needed</b>  | <b>Actual Outcomes and/or Revisions</b> |
|--|--|---|--|---|
| 5.1 Begin preparation for the 50 <sup>th</sup> Anniversary of the School of Nursing (2016 event) | 5.1.1 A committee of faculty, staff and alumni plan the 50 <sup>th</sup> anniversary celebration by 2015 in conjunction with the CHS Development officer and UD Development office.<br>5.1.2 Kick-off of Anniversary year in spring 2016.  | Identify committee<br>spring 2014             | Help from UD and CHS Development officers; interested and available alumni and faculty; include in budget; consider fundraising                      |   |
| 5.2 Access UD Alumni office resources to develop alumni engagement in the SON                    | 5.2.1 Faculty, staff and recruiter access key data in UD Alumni database that assists in reconnecting with alumni and with communication with nursing alumni.<br>5.2.2 Innovative use of technology facilitates engagement – SON partners with existing, central UD departments/supports (e.g., Admissions Dept, Marketing, Alumni Relations)<br>5.2.3 Nursing alumni participation in university- and SON-sponsored events increases each year. | Spring 2014<br><br>Spring 2014<br><br>Ongoing | Time; Meeting with Alumni office rep to SON<br><br>Strong alumni association<br><br>Budget for alumni activities annually                            |   |
| 5.3 Increase alumni recognition through media and awards   | 5.31 An SON alumni webpage highlights alumni events, alumni accomplishments and spotlights alumni on a monthly basis.<br>5.32 Continue to advertise and recruit nursing alumni for SON, CHS and university alumni awards.<br>5.33 At least one nursing alumni is nominated for university awards annually  | Fall 2013<br><br>Ongoing<br><br>Ongoing       | Communications expert; time to gather and submit info<br><br>Communication; time<br><br>Time to write nomination; knowledge of what alumni are doing |   |

**UNIVERSITY OF DELAWARE SCHOOL OF NURSING**  
**STRATEGIC PLAN 2013-2016**

**School of Nursing – Overall**

**MILESTONE 5 (continued): UD SON will maintain ongoing support for participation in Beta Xi Chapter of Sigma Theta Tau International and nursing alumni activities.**

| <b>Action Steps/Strategies<br/>(Plan with Responsible Party)</b>               | <b>Success Statements<br/>(Expected Outcomes)</b>   | <b>Target Date</b>         | <b>Resources Needed</b>   | <b>Actual Outcomes and/or Revisions</b> |
|--|---|----------------------------|---|---|
| 5.34 Support joint Beta Xi and Nursing Alumni Network (NAN) membership events. | 5.41SON provides financial and planning committee support for annual research conference, joint organization social event, spring dinner meeting, and Beta Xi induction<br>5.42NAN holds one alumni-student event annually. | Ongoing<br><br>Spring 2014 | include in annual budget; faculty and member interest; time for planning and scheduling |   |

**UNIVERSITY OF DELAWARE SCHOOL OF NURSING  
STRATEGIC PLAN 2013-2016**

**School of Nursing – Research & Scholarship**

**MILESTONE 1: UD SON will be recognized for research excellence.**

| <b>Action Steps/Strategies<br/>(Plan with Responsible Party)</b>   | <b>Success Statements<br/>(Expected Outcomes)</b>  | <b>Target Date</b>                            | <b>Resources Needed</b>   | <b>Actual Outcomes and/or Revisions</b> |
|--|--|---|---|---|
| 1.1 SON administration, in collaboration with CHS administration, will establish research infrastructure by actively engaging in the development of CHS web-based informational site for researchers and resources that will include templates, examples of successful proposals, a biostatistician, scholarship workgroups/think-tanks in similar areas, and office/business support throughout grant proposal process. | 1.11 Faculty appropriately accesses comprehensive research resources, support with grant writing, and assistance with conducting research in a timely manner before submission of grants.<br>1.12 The number of grant submissions increases by 10% over the next 3 years.<br>1.13 Research funding increases across faculty lines of 5% over the next 3 years. | Spring 2015<br><br>Fall 2016<br><br>Fall 2016 | Clear CHS guidelines<br><br>Faculty time and reasonable workload<br><br>Mentoring of junior/novice faculty, internal and external |   |
| 1.2 SON Director, CHS Associate Dean of Research, Assistant Director of Research & Development, and Governance Committee will maintain faculty and student research mentorships within the School of nursing and with other disciplines both intra- and extramurally.  | 1.21 SON administration, in conjunction with the CHS, establish a research mentorship program for tenure-track and interested tenured faculty<br>1.22 Junior faculty work with research mentors throughout first five years of position in SON.  | Fall 2014                                     | Budget for stipends if external mentors<br><br>Identification of appropriate mentors  |   |
| 1.3 SON director in collaboration with the faculty search committee will make it a priority to recruit/hire faculty with programs of research that are congruent with research foci of SON.  | 1.31 Three (3) faculty members with active programs of research are hired within 3 years.<br>1.32 The number of faculty with funded research over the next 3 years increases by 10%.<br>1.33 Cohorts of faculty have congruent research interests to support more team driven research.  | Fall 2015<br><br>Fall 2016<br><br>Ongoing     | Targeted recruiting<br><br>Budget and workload to support time needed for research<br>P & T rewards team research                 |   |
| 1.4 Faculty will publish and present research in a timely manner.  | 1.41 The number of refereed, data-based publications, research paper presentations, and invited national and international symposiums increase by 5% over 3 years.   | Fall 2016                                     | Time and workload to support time needed;<br>Funding for conference attendance  |   |
| 1.5 Process for capturing accurate outcome data will be developed and employed.  | 1.51 Data is published in annual report to Dean and uploaded to shared server annually.  | Spring 2014                                   | Collaboration with UD Institutional Research  |   |



**UNIVERSITY OF DELAWARE SCHOOL OF NURSING  
STRATEGIC PLAN 2013-2016**

**School of Nursing – Undergraduate Education**

**MILESTONE 1: UD SON will provide innovative and comprehensive curricular experiences for all undergraduate students.**

| <b>Action Steps/Strategies<br/>(Plan with Responsible Party)</b>   | <b>Success Statements<br/>(Expected Outcomes)</b>   | <b>Target Date</b>                      | <b>Resources Needed</b>  | <b>Actual Outcomes and/or Revisions</b> |
|--|---|---|--|---|
| 1.1 Curriculum Committee, Educational Assessment Committee (EAC) and Ad Hoc Accreditation Task Force members will continue to perform ongoing curricular evaluation that pertains to accreditation standards and program outcomes. | 1.11 Meeting minutes from the Curriculum Committee; EAC and Ad Hoc Task Forces demonstrate ongoing curricular evaluation.<br>1.12. A comprehensive and systematic plan for program outcome evaluation is developed and implemented by EAC and Ad Hoc Task Forces.<br>1.13 Curriculum and EAC Committees and faculty use the curriculum matrix to evaluate the undergraduate curriculum. | Ongoing<br><br>Fall 2013<br><br>Ongoing | Up-to-date CCNE standards, NLN standards, etc.; routine meetings of Ad Hoc Task Forces; periodic reporting of Ad Hoc Task Forces |   |
| 1.2 The Ad Hoc Preclinical Experiences Committee and Curriculum Committee will conduct an evaluation of the content and placement of simulation lab, work experiences and field experiences in the entire curriculum.              | 1.21 Ad Hoc Preclinical Experiences Committee presents findings to SON faculty and administration.<br>1.22 Measurement methods for preclinical experiences effectiveness are implemented.<br>1.23 Based on outcome data, preclinical revisions are implemented.   | Winter 2014<br><br>Spring 2014          |  |   |

**UNIVERSITY OF DELAWARE SCHOOL OF NURSING**  
**STRATEGIC PLAN 2013-2016**

**School of Nursing - Undergraduate Education**

**MILESTONE 2: UD SON will provide outstanding clinical experiences that prepare undergraduate students for entry into practice.**

| <b>Action Steps/Strategies<br/>(Plan with Responsible Party)</b>   | <b>Success Statements<br/>(Expected Outcomes)</b>  | <b>Target Date</b>  | <b>Resources Needed</b>   | <b>Actual Outcomes and/or Revisions</b> |
|--|--|---|---|---|
| 2.1 Educational Assessment Committee (EAC) will assess and modify a specific instructor and course evaluation process for clinical courses.  | 2.11 Student participation in clinical course and instructor evaluation increases to greater than 75%.<br>2.12 The aggregate data in student course evaluations, faculty course summaries, and anecdotal information provides evidence of outstanding clinical experiences.  | Spring 2014<br><br>Fall 2015  | Faculty and/or Admin. Asst. committed to updating evaluation tools; Course evaluation surveys reviewed by Curriculum Committee                  |   |
| 2.2 SON Director, Undergraduate Coordinator and Clinical Coordinator will recruit and hire clinically competent S-contract faculty.  | 2.21 Recent MSN graduates, MSN preceptors and other alumni are identified as potential S-contract instructors.<br>2.22 S-contract instructors have appropriate educational and experiential preparation for assigned course/s.<br>2.23 S-contract instructors are vetted by faculty before hiring.   | Ongoing   | Access to CVs and reference information for potential hires; Director review of instructor evaluations  |   |
| 2.3 SON Director and Assistant Director will monitor data from clinical agencies for S contract and permanent clinical faculty evaluation.   | 2.31 Data from clinical agencies provides evidence of effective clinical instruction.  | Ongoing   | Send agency surveys; prompt review by Director  |   |
| 2.4 S-contract clinical faculty will be consistently oriented, updated and mentored by full time clinical faculty and undergraduate coordinator (including but not limited to review of clinical course Sakai site). | 2.41. S-contract clinical instructors meet at least once a year with full time clinical faculty in their specialty area to assure similar expectations of students in the clinical area.<br>2.42 Clinical Faculty Sakai site is updated regularly to provide information on curriculum, expectations and teaching tips.                                    | Fall 2013 and ongoing   | Early plan for orientation date and coordination with clinical faculty; point person to maintain Sakai site                                     |   |
| 2.5 SON will initiate Dedicated Education Units to decrease the number of s-contract faculty, increase clinical agency commitment to student education, and promote student clinical competence.                     | 2.51 Data from pilot DEU implementation at Christiana Care is evaluated.<br>2.52 DEU guidelines are revised and the number of DEUs for NURS 473 is expanded.<br>2.53 Feasibility of implementation in maternal-child clinical rotations is determined.<br>2.54 Obtain approval from DE State Board of Nursing to increase faculty to student ratio on DEUs | Fall 2013<br><br>Spring 2014<br><br>Spring 2014<br><br>Spring 2014, | Point persons for DEU planning with agencies; Ongoing communication with SBON; ongoing collection of staff, faculty and student evaluation data |   |

**UNIVERSITY OF DELAWARE SCHOOL OF NURSING  
STRATEGIC PLAN 2013-2016**

**School of Nursing - Undergraduate Education**

**MILESTONE 3: UD SON undergraduate students will be successful on the NCLEX-RN Examination.**

| <b>Action Steps/Strategies<br/>(Plan with Responsible Party)</b>  | <b>Success Statements<br/>(Expected Outcomes)</b>   | <b>Target Date</b>                        | <b>Resources Needed</b>   | <b>Actual Outcomes and/or Revisions</b>   |
|---|---|---|---|---|
| 3.1 The Curriculum Committee will monitor programs and policies that promote NCLEX success.   | 3.11 Maintain first time NCLEX pass rate at 92% or higher.  | Ongoing                                   | Time for Recruitment Officer, faculty and students to attend; Notification of events in timely fashion  |   |
| 3.2 Faculty with assistance of undergraduate committees will identify at risk students in the junior year and evaluate the feasibility of implementing a remediation program. | 3.21 At risk students are identified in junior year.<br>3.22 Remediation plan, if supported by faculty, is instituted for at risk students.<br>3.23 Point person will be identified for follow-through on student identification and remediation. | Ongoing<br>Spring 2014<br><br>Spring 2014 | Evaluation of predictive data; Faculty point person with workload assigned  |   |
| 3.3 The School of Nursing will continue to offer an NCELX review course for high risk students the spring semester of senior year.  | 3.31 At least 85% of students in this high risk course will pass NCLEX on their first try.  | Spring 2014, 2015, 2016                   | Faculty interested in teaching; Resources to pay faculty; Students willing to participate in course; tracking system  |   |
| 3.4 SON Curriculum Committee will determine a plan for meaningful use of pre-NCLEX preparation materials and standardized testing, e.g. Pearson Readypoint Solutions.         | 3.41 Learning-Assessment package selected and implemented.<br>3.42 Students develop study plans based on knowledge of strengths and weaknesses.<br>3.43 Students below class average on pre-NCLEX exams participate in remediation.               | Fall 2013<br><br>Fall 2014, 2015, 2016    | Time for analysis of products; Faculty and student Orientation to new package; Faculty point person with workload assigned; Admin.Asst. to help with logistics. | Fall 2013: Pearson Readypoint Solution contract signed for 5 years. Testing Center use for all exams. |
| 3.5 The Director/Assistant Director will update faculty on NCLEX blueprint, changes in NCLEX and UD students' performance on an annual basis.                                 | 3.51 NCLEX results are discussed during SON meeting.<br>3.52 NCLEX blueprint and results are accessible on shared server.   | Fall 2013 and ongoing                     | Consistent tracking of NCLEX results  |   |
| 3.6 Curriculum Committee will guide faculty to make course/program changes as warranted by trends in NCLEX results.   | 3.61 SON faculty and students use NCLEX data to better prepare students for NCLEX.  | Ongoing                                   | Method of follow-up by Curriculum Committee   |   |

**UNIVERSITY OF DELAWARE SCHOOL OF NURSING  
STRATEGIC PLAN 2013-2016**

**School of Nursing - Undergraduate Education**

**MILESTONE 4: UD SON will provide unique challenges and opportunities for talented undergraduate students.**

| <b>Action Steps/Strategies<br/>(Plan with Responsible Party)</b>   | <b>Success Statements<br/>(Expected Outcomes)</b>  | <b>Target Date</b>                            | <b>Resources Needed</b>  | <b>Actual Outcomes and/or Revisions</b> |
|--|--|---|--|---|
| 4.1 The SON Honors Coordinator will ensure that the Nursing Honors Program is in accordance with the UD Honor's Program.   | 4.11 SON Honors program meets all criteria for the UD Honors Program.  | Spring 2014                                   | UD Honors program guidelines; input from Honors Program office           |   |
| 4.2 Faculty, SON Recruiter, and SON Honors Coordinator will promote participation in the Honors Program during recruitment events.   | 4.21 The Nursing Honors Program will have at least eight students in each class.   | Fall 2014                                     | Info during recruitment events; faculty knowledge of honors program      |   |
| 4.3 The Curriculum Committee will work with the SON Honors Program Coordinator to develop an evaluation survey, analyze the data and update the Honors Program in Nursing. | 4.31 An evaluation survey is distributed to Nursing Honors students.<br>4.32 Nursing Honors students report satisfaction with their honors experiences.  | Spring 2014<br>Spring 2014 and ongoing        | Admin.Asst. to distribute survey; time to develop and analyze survey.    |   |
| 4.4 Faculty will be encouraged to provide opportunities for student participation in research, teaching, and service learning.   | 4.41 Students will report satisfaction with availability and quality of opportunities to participate in faculty-related research, teaching, and service. | Spring 2014<br>Ongoing annual data collection | Data base and method for collecting student participation in activities. |   |

**UNIVERSITY OF DELAWARE SCHOOL OF NURSING  
STRATEGIC PLAN 2013-2016**

**School of Nursing – Masters Education**

**MILESTONE 1: UD SON will provide outstanding Master’s Degree education.**

| <b>Action Steps/Strategies<br/>(Plan with Responsible Party)</b>   | <b>Success Statements<br/>(Expected Outcomes)</b>   | <b>Target Date</b>  | <b>Resources Needed</b>   | <b>Actual Outcomes and/or Revisions</b> |
|--|---|---|---|---|
| <p>1.1 Graduate Education Committee (GEC) and faculty teaching in the graduate programs will critically review each program concentration using appropriate tools (e.g., course grids, program matrices, student and preceptor evaluations, course evaluation forms, AACN Essentials of Graduate Education, NP and CNS Core Competencies, Criteria for Evaluation of NP Programs) and make recommendations for change.</p> | <p>1.11 Appropriate course/program changes are made annually to better meet the educational needs of Master’s students.<br/>1.12 Course/program changes reflect healthcare needs of a global society and are included in annual program summaries.<br/>1.13 A talented pool of MSN alumni serve as preceptors.<br/>1.14 At least 95% of eligible graduates will pass certification exam on first try.</p> | <p>Fall 2013, 2014, 2015, 2016<br/>Fall 2013, 2014, 2015, 2016<br/>Fall 2014<br/><br/>Fall 2015</p> | <p>Point person and delegated responsibilities for program evaluation;<br/>Time to conduct review and to revise curricula;<br/>Preceptor contacts, rewards (e.g., reception, CEs, certificates, etc.) ;<br/>Method for tracking certification</p> |   |
| <p>1.2 Faculty will add a link to the <i>New Graduate Program Exit Survey</i> will be added to the final course of each concentration and data will be reported to the Graduate Education Committee at the first meeting of each fall semester.</p>  | <p>1.21 The <i>New Graduate Program Exit Survey</i> is revised.<br/>1.22 Graduate students complete the <i>New Graduate Program Exit Survey</i> in the final course of their respective programs.<br/>1.23 Survey results are used to revise and improve graduate programs.</p>   | <p>Fall 2013<br/><br/>Fall 2013 and Spring 2014<br/><br/>Ongoing</p>                                | <p>Point person to coordinate surveys;<br/>Method and time for analyzing data</p>   |   |
| <p>1.3 The <i>Graduate Program Alumni Survey</i> will be sent to alumni at years 1 and 5 post graduation by the graduate programs Administrative Assistant. Data will be reported to the GEC annually.</p>   | <p>1.33 The <i>Graduate Program Alumni Survey</i> is revised.<br/>1.34 Graduate program alumni complete the <i>Graduate Program Alumni Survey</i> at years 1 and 5 post graduation.<br/>1.35 Surveys results are used to revise and improve graduate programs.</p>  | <p>Spring 2014</p>  | <p>Time on GEC agenda;<br/>Point person to coordinate surveys;<br/>Method and time for analyzing data</p>   |   |

**UNIVERSITY OF DELAWARE SCHOOL OF NURSING**  
**STRATEGIC PLAN 2013-2016**

**School of Nursing Master’s Education**

**MILESTONE 2: SON Master’s Degree programs will deliver a flexible, quality education that is competitive in current and future marketplaces.**

| <b>Action Steps/Strategies<br/>(Plan with Responsible Party)</b>   | <b>Success Statements<br/>(Expected Outcomes)</b>  | <b>Target Date</b>              | <b>Resources Needed</b>   | <b>Actual Outcomes and/or Revisions</b>   |
|--|--|---------------------------------|---|---|
| 2.1 The Graduate Education Committee (GEC) and SON Recruiter will develop and distribute a market analysis (including educational cost) to guide program development, refinement, consortium programs and a year-round schedule. | 2.11 Market analysis includes salient variables.<br><br>2.12 Market analysis of employers and potential students completed.  | Fall 2013<br><br>Fall 2014      | Time to develop and distribute survey;<br>identification of recipients of surveys   | Spring 2013: Psych NP Interest Survey (statewide: administrators and RNs in mental health)<br>Summer 2013: DNP Interest Survey (current MSN students; affiliating agencies) |
| 2.2 The GEC will examine the results of the market analysis, compare the findings to the program offerings and present this information to SON faculty every two years.  | 2.21 At least every two years, curriculum changes and program modifications performed to reflect local and regional market needs.  | 2014, 2016                      | Time for analysis   |   |
| 2.3 The GEC will conduct ongoing proactive outreach to area hospital systems regarding flexible educational opportunities.   | 2.31 Competitive fee schedule for affiliate institutions is maintained and promoted.<br>2.32 Year-round educational program feasibility determined.<br>2.32 The number of qualified applicants from area hospitals/agenices to MSN programs increases. | Ongoing<br><br>2014<br><br>2014 | Faculty/Administration and Recruiter outreach to nurse educators and administrators |   |
| 2.4 SON Nurse Recruiter and program representative (CNS, HSAD, and NP) will revise tools (fliers, video links for agencies, etc.) for recruitment.   | 2.41 Recruitment tools for MSN programs evaluated and revised every 2 years and as needed.   | 2013, 2015                      | Assistance of OCM;<br>money for fliers/videos                                       |   |

**UNIVERSITY OF DELAWARE SCHOOL OF NURSING  
STRATEGIC PLAN 2013-2016**

**School of Nursing – Doctoral Education**

**MILESTONE 1: UD SON will offer a rigorous PhD in Nursing Science that enhances the academic and research environment while also meeting the needs of students and leading to the achievement of the AACN Indicators of Quality in Research-Focused Doctoral Programs in Nursing.**

| Action Steps/Strategies<br>(Plan with Responsible Party)   | Success Statements<br>(Expected Outcomes)  | Target Date   | Resources Needed   | Actual Outcomes and/or Revisions              |
|--|--|---|--|---|
| 1.1 The faculty, program coordinator and administration will recruit at least 4 students each year.                                | 1.11 Increased recruitment efforts instituted.<br>1.12 A part time program is initiated.<br>1.13 Doctoral program gains recognition as viable choice for schooling in the regional/national arenas.  | 2013-2014<br><br>Fall 2013<br><br>2016                | Updated website and fliers; recruitment at conferences; open houses                                    | 1.12 Part time student admitted for fall 2013 |
| 1.2 The program will retain at least 70% of its admitted students.   | 1.21 Review of facilitators and barriers to full time and part time doctoral program are evaluated annually.<br>1.22 Exit interviews of students who withdraw and interim assessment of current students are conducted to assist in determining factors that promote retention.<br>1.23 Admission interview include discussion of outside work and stringent course requirements, research/teaching assistantships, etc. | Ongoing   | Time to meet with students; consistent message to prospective students                                 |   |
| 1.3 There will be increased participation of SON faculty in the teaching of courses and advisement of doctoral students.           | 1.31 Survey of faculty interest and experience in doctoral program teaching (dissertation committee, etc.) are conducted every 2 even years (Fall) and as needed with faculty changes<br>1.32. Rotation of course/faculty & opportunity to teach PhD courses are evaluated annually  | Fall 2014, 2016                                       | Faculty interested in teaching; ability and time to mentor faculty who are novice in doctoral teaching |   |
| 1.4 PhD in Nursing Science Program Coordinator and Committee will finish the development of the PhD in Nursing Science Curriculum. | 1.41 The comprehensive exam and dissertation processes and procedures are developed by the PhD Subcommittee with input from current doctoral program faculty.<br>1.42 First comprehensive exam is completed; thereafter as needed.<br>1.43 NURS 850 and 969 are approved by Graduate Education Committee.  | Spring, summer 2013<br><br>Fall 2013<br><br>Fall 2013 | Time, available faculty; mentoring by program coordinator<br><br><br>Time to develop syllabi           |   |

**UNIVERSITY OF DELAWARE SCHOOL OF NURSING  
STRATEGIC PLAN 2013-2016**

**School of Nursing – Doctoral Education**

**MILESTONE 1 (Continued): UD SON will offer a rigorous PhD in Nursing Science that enhances the academic and research environment while also meeting the needs of students and leading to the achievement of the AACN Indicators of Quality in Research-Focused Doctoral Programs in Nursing.**

| <b>Action Steps/Strategies<br/>(Plan with Responsible Party)</b>  | <b>Success Statements<br/>(Expected Outcomes)</b>   | <b>Target Date</b>                           | <b>Resources Needed</b>   | <b>Actual Outcomes and/or Revisions</b> |
|---|---|--|---|---|
| 1.5 The doctoral students will contribute to the research and teaching mission of the SON.  | 1.51 Students contribute to and/or submit one research fellowship proposal every 1-2 years with their advisor.<br>1.52 Each student submits an abstract to one regional or national conference annually.<br>1.53 Each student function as a teaching assistant (TA) for at least one semester of their program. | 2013-2014<br><br>Fall 2013<br><br>2013, 2015 | Updated website and fliers; recruitment at conferences; faculty to recruit at open houses   |   |
| 1.6. PhD in Nursing Science Program Coordinator and Committee will apply for relevant external grants to support PhD program, i.e. HRSA, and offer funding to potential students. | 1.61 Obtain external programmatic funding for at least two students annually.   | Ongoing                                      | Awareness of potential grants; Assistance of CHS Associate Dean of Research and UD Development Office to identify grant opportunities |   |
| 1.7. PhD in Nursing Science Program Coordinator, SON Director, and Advisors will recommend students for internal sources of funding.  | 1.71 Doctoral students apply for university research and graduate assistantships/fellowships to support stipends annually.  | Annually in February                         | Advisor and program coordinator guidance; support letter of Director  |   |



**UNIVERSITY OF DELAWARE SCHOOL OF NURSING  
STRATEGIC PLAN 2013-2016**

**School of Nursing – Nurse Managed Health Center (NMHC)**

**MILESTONE 1:UD NMHC will provide exceptional evidenced based healthcare services for the UD community.**

| <b>Action Steps/Strategies<br/>(Plan with Responsible Party)</b>   | <b>Success Statements<br/>(Expected Outcomes)</b>  | <b>Target Date</b>      | <b>Resources Needed</b>  | <b>Actual Outcomes and/or Revisions</b> |
|--|--|-------------------------|--|---|
| 1.1 The NMHC will provide medical monitoring services.   | 1.11 NMHC renews agreements with Environmental Health & Safety, Public Safety, annually.<br>1.12 Patient satisfaction surveys reflect > 95% satisfaction.<br>1.13 Reports from bi-yearly meetings with department administration and staff reflect satisfaction and assist in modification of services to meet needs.                            | Annually<br><br>Ongoing | NMHC director to maintain contact; open lines of communication; time |   |
| 1.2 The NMHC will provide UD Workers Comp. and DOT exams.  | 1.21 NMHC renews agreements with UD Labor Relations annually.<br>1.22 Patient satisfaction surveys reflect > 95% satisfaction.<br>1.23 Reports from bi-yearly meetings with Labor Relations administration and staff reflect satisfaction and assist in modification of services to meet needs.  | Annually<br><br>Ongoing | NMHC director to maintain contact; open lines of communication; time |   |
| 1.3 The NMHC will provide Aramark (Food Service Workers) with Workers Comp.                                  | 1.31 NMHC renews agreements with Aramark annually.<br>1.32 Patient satisfaction surveys reflect > 95% satisfaction.<br>1.33 Reports from bi-yearly meetings with Aramark administration and staff reflect satisfaction and assist in modification of services to meet needs.   | Annually<br><br>Ongoing | NMHC director to maintain contact; open lines of communication; time |   |
| 1.4 The NMHC will provide primary and episodic healthcare for UD Graduate student families and UD employees. | 1.41 NMHC renews agreements with UD Graduate Office and UD Human Resources annually.<br>1.42 Patient satisfaction surveys reflect > 95% satisfaction.<br>1.43 Reports from bi-yearly meetings with UD Graduate Office and UD Human Resources administration and staff reflect satisfaction and assist in modification of services to meet needs. | Annually<br><br>Ongoing | NMHC director to maintain contact; open lines of communication; time |   |

**UNIVERSITY OF DELAWARE SCHOOL OF NURSING  
STRATEGIC PLAN 2013-2016**

**School of Nursing – Nurse Managed Health Center (NMHC)**

**MILESTONE 1 (Continued): UD NMHC will provide exceptional evidenced based healthcare services for the UD community.**

| <b>Action Steps/Strategies<br/>(Plan with Responsible Party)</b>   | <b>Success Statements<br/>(Expected Outcomes)</b>  | <b>Target Date</b>   | <b>Resources Needed</b>  | <b>Actual Outcomes and/or Revisions</b> |
|--|--|--|--|---|
| 1.5 The NMHC will provide preventative healthcare for UD employees.  | 1.51 NMHC develops a plan with UD Human Resources and Employee Wellness Center.<br>1.52 UDelcare proposal is developed and implemented.  | Annually<br><br>Spring-Fall 2013                                       | NMHC director to maintain contact; open lines of communication; time   |   |
| 1.6 The NMHC will become a regional center for healthcare for individuals with Parkinson’s Disease.  | 1.61 NMHC Nurse Practitioners gain expertise in the care of individuals with PD.<br>1.62 Telemonitoring capabilities installed in the NMHC.<br>1.63 A collaborative agreement with a Movement Disorder physician is obtained in order to implement telemonitoring for individuals with PD.<br>1.64 SON faculty experts in Parkinson’s Disease lead planning of center healthcare and related research efforts. | Spring 2013-Fall 2013<br>Spring 2014<br><br>Spring 2014<br><br>ongoing | Time for Education;<br>Access to clients;<br>Agreement with Movement Disorder Specialist; financial support for telemonitoring |   |
| 1.7 The NMHC will provide primary healthcare to individuals in the Newark community.   | 1.71 Advisory Committee for NMHC meets to develop plans.<br>1.72 Expansion of NMHC on STAR campus.<br>1.73 Expansion of parking on STAR campus.  | Quarterly<br><br>February 2014   | Marketing; knowledge of community needs; collegial approach to other healthcare providers in Newark                            |   |
| 1.8 The NMHC satellite office co-located in the Horizon House ECHO location will serve as a medical home for individuals with chronic psychiatric disease. | 1.81 NMHC and Horizon House administrative teams meet to develop plans and enhance partnership<br>1.82 Patient satisfaction surveys reflect > 95% satisfaction<br>1.83 SON faculty collaborates in planning of Horizon House outcome and related research efforts.   | Monthly<br><br>Monthly<br><br>Quarterly                                | NMHC director, and HH lead NP to maintain contact; open lines of communication; time   |   |

**UNIVERSITY OF DELAWARE SCHOOL OF NURSING  
STRATEGIC PLAN 2013-2016**

**School of Nursing – Nurse Managed Health Center (NMHC)**

**MILESTONE 2: UD NMHC will provide exceptional educational experiences for undergraduate and graduate students in the College of Health Sciences.**

| <b>Action Steps/Strategies<br/>(Plan with Responsible Party)</b>   | <b>Success Statements<br/>(Expected Outcomes)</b>   | <b>Target Date</b>  | <b>Resources Needed</b>  | <b>Actual Outcomes and/or Revisions</b> |
|--|---|---|--|---|
| 2.1 The NMHC will provide clinical learning experiences for graduate students in School of Nursing.  | 2.11 Two Nurse Practitioner students are mentored for one clinical rotation each.<br>2.12 Three to five Nurse Practitioner students are mentored for at least one clinical rotation each year.<br>2.13 Student and preceptor evaluations reflect positive experiences.  | Fall 2013<br><br>Fall 2014 and then ongoing.<br><br>ongoing | NMHC director to coordinate with course faculty; NMHC NPs willing to mentor students                           |   |
| 2.2 The NMHC will provide clinical learning experiences and/or work experiences for undergraduate students in School of Nursing.   | 2.22 UG students function as clerks and nursing assistants during daily operation.<br>2.23 NMHC Director and Community Course faculty explore opportunities for clinical rotations in NMHC.   | Summer 2013<br><br>2014                                     | Interested students; time for training; Adequate census to assure positive experience; Mentors for UG students |   |
| 2.3 The NMHC will provide an interdisciplinary clinical learning experience for medical laboratory sciences, kinesiology and applied physiology, behavioral health and nutrition and nursing students. | 2.31 Mentored by CHS faculty and Nurse Practitioner staff, students provide annual physicals (including stress testing) to UD police department.<br>2.32 UD Police Dept. report satisfaction with annual physical process.<br>2.33 Students and faculty report positive learning experiences during physical exam procedures. | January each year   | Adequate numbers of faculty and students to conduct physical exams.  |   |

**UNIVERSITY OF DELAWARE SCHOOL OF NURSING  
STRATEGIC PLAN 2013-2016**

**School of Nursing – Nurse Managed Health Center (NMHC)**

**MILESTONE 3: UD NMHC will contribute to the research mission of the School of Nursing and the College of Health Sciences.**

| <b>Action Steps/Strategies<br/>(Plan with Responsible Party)</b>   | <b>Success Statements<br/>(Expected Outcomes)</b>   | <b>Target Date</b>      | <b>Resources Needed</b>  | <b>Actual Outcomes and/or Revisions</b> |
|--|---|-------------------------|--|---|
| 3.1 The NMHC will provide healthcare screening and exams for human subjects recruited by UD researchers. | 3.11 NMHC employs appropriate processes and procedures to meet the needs of research protocols.<br>3.12 NMHC meets with researchers during protocol development process, prior to and/or in response to RFPs. | Ongoing<br><br>Ongoing  | NMHC director to maintain contact; open lines of communication; time; maintain IRB training of staff |   |
| 3.2 The NMHC will maintain the research subject database for CHS researchers.                            | 3.21 NMHC processes include ascertaining client interest and signing of form to potentially participate in research studies.<br>3.22 Digital database available.  | Annually<br><br>Ongoing | NMHC director to maintain contact; open lines of communication; time                                 |   |

**UNIVERSITY OF DELAWARE SCHOOL OF NURSING  
STRATEGIC PLAN 2013-2016**

**School of Nursing – Nurse Managed Health Center (NMHC)**

**MILESTONE 4: UD NMHC will be financially self-supporting and will use robust financial forecasting models.**

| <b>Action Steps/Strategies<br/>(Plan with Responsible Party)</b>                               | <b>Success Statements<br/>(Expected Outcomes)</b>   | <b>Target Date</b>     | <b>Resources Needed</b>   | <b>Actual Outcomes and/or Revisions</b> |
|--|---|------------------------|---|---|
| 4.1 The NMHC will use experts to assist with management, accounting and financial projections. | 4.11 NMHC uses a financial consultant and a model to project monthly and annual financial status.<br>4.12 Business Manager retained 1 day/week to assure accounting and insurance procedures and policies are in place.<br>4.13 Electronic Health Record vendor updates financial reporting and system analytics. | Ongoing<br><br>Ongoing | Payment of Business manager and EHR vendor; time to update financial status and projections; assistance of CHS chief financial officer; CHS and SON financial support |   |
| 4.2 The NMHC seeks to expand revenue sources.  | 4.21 NMHC Director exploring agreements with Early Learning Ctr, retired UD employees, Newark Senior Center, UDelCare<br>4.22 NMHC Director applying for grants.  | Ongoing                | NMHC director to maintain contact; open lines of communication; time  |   |