

**University of Delaware School of Nursing
Final Strategic Plan –Revised 5/05/11
January 2010 – January 2013**

School Of Nursing - Overall		
Milestones (Visionary Statements)	Action Steps (Plan with Responsible Party)	Success statements (Measurable Outcomes and Timeline)
<p>1. The University of Delaware (UD) School of Nursing (SON) will be recognized for research excellence.</p>	<p>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.</p> <p>2. SON director and Governance Committee will establish faculty and student research mentorships within the School of nursing and with other disciplines both intramurally and extramurally.</p> <p>3. SON director in collaboration with the faculty search committee will make it a priority to recruit/hire faculty with programs of research.</p>	<p>1. Access to comprehensive research resources, support with grant writing, and assistance with conducting research will be provided to faculty within 6 months.</p> <p>2. The number of grant submissions will increase by 10% over the next 3 years.</p> <p>3. There will be a measureable increase of research funding across faculty lines of 5% over the next 3 years.</p> <p>4. Increase by 10% the number of faculty with funded research over the next 3 years.</p> <p>5. Increase by 5% the number of refereed, data-based publications, research paper presentations, and invited national and international symposiums over the next 3 years.</p> <p>6. SON administration, in conjunction with the CHS, will establish a research mentorship program for faculty within 1 year.</p> <p>7. Three (3) faculty members with active programs of research will be hired within 3 years.</p>

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<p>2. UD SON will be a premier nursing program that is visible and engaged on state, national, and international levels.</p>	<ol style="list-style-type: none"> 1. Governance Committee will develop and execute a plan for increased marketing and visibility of existing health, education, and research programs and faculty accomplishments (to include barriers and facilitators to effective dissemination). 2. SON faculty will continue to seek opportunities to actively participate on local, national, or international healthcare-related committees and organizations. 3. SON faculty will identify and implement campus-wide health initiatives to engage faculty, staff, and students. 4. 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. 	<ol style="list-style-type: none"> 1. All full time faculty members will have at least one (1) accomplishment or activity featured in the media (either internally or externally) within 3 years. 2. Total faculty leadership presence and participation on local, national, and international committees will exceed 75%. 3. At least one (1) campus-wide health initiative (such as the smoking cessation outreach program) will be identified within 1 year and implemented by 3 years. 4. SON will offer at least 2 study abroad programs each year, with at least one having a service learning component.

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<p>3. UD SON will be a desirable and professionally rewarding work environment that supports the growth of its faculty and staff.</p>	<ol style="list-style-type: none"> 1. Faculty and staff will consistently use effective, efficient, clear, and professional communication. 2. SON Director, Governance Committee, and P&T Committee will explore options for faculty tracks with support for role development. 3. Governance Committee will create and maintain a faculty mentorship program. 4. Faculty will explore the possibility of hosting community-building SON events each semester. 5. SON administration, in collaboration with CHS, will modernize learning environment from both structural and technological perspectives and based on SON faculty input. 6. SON faculty will review Workload document – incorporate honors course, independent studies, and extra teaching activities, and service activities, etc. 	<ol style="list-style-type: none"> 1. All faculty and staff will 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 activities beginning immediately. SON Director will disseminate current and concise job descriptions consistent with organizational chart and faculty guidelines within 6 months. 2. P&T Committee will develop faculty criteria for tenure and continuing non-tenure tracks within 3 years. 3. Faculty mentorships will be established within 1 year. 4. Community-building SON events will be hosted once per semester within 1 year. 5. Learning environments will reflect the following improvements (subject to change): new desks, white boards, smart boards, LCDs in classrooms, and improved lab space within 2 years. 6. Workload document will accurately reflect faculty efforts and responsibilities within 2 years.

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School Of Nursing - Undergraduate Education		
Milestones (Visionary Statements)	Action Steps (Plan with Responsible Party)	Success statements (Measurable Outcomes and Timeline)
<ol style="list-style-type: none"> 1. UD SON will provide innovative and comprehensive curricular experiences for all undergraduate students. 	<ol style="list-style-type: none"> 1. Curriculum Committee and Educational Assessment Committee will continue to perform ongoing curricular evaluation. 2. Select faculty will compare the residency curriculum with previous curricula, using the curriculum matrix and other measures. 3. The EAC and the ad hoc simulation committee will develop a blueprint for evaluation of the simulation lab in the entire curriculum. 4. Faculty will pilot a survey of medical/surgical instructors to determine level of student preparedness for clinical courses based on specific skill development performed in simulation lab. Recommendations will be made to the appropriate committees to determine an ongoing evaluation process. 5. The Curriculum Committee will keep faculty apprised of UG curricular plans and goals at faculty meetings and by distribution of minutes of meetings. 6. The curriculum committee will discuss how to insure the integration of evidence-based practice throughout the curriculum. 	<ol style="list-style-type: none"> 1. The minutes of meetings from the curriculum committee and EAC will demonstrate ongoing curricular evaluation. 2. The comparison data will be presented to faculty. 3. Faculty will, in collaboration with the curriculum committee and the EAC, develop a mechanism to use the curriculum matrix to evaluate the undergraduate curriculum. 4. Students will demonstrate and report, via anecdotal and exit survey data, preparedness for senior year clinical experiences. 5. Clinical faculty will report that students meet or exceed expectations of clinical preparedness on faculty surveys. 6. The faculty will stay current on curricular changes. 7. The curriculum committee will provide recommendations to faculty on how best to integrate evidence-based practice into the curriculum and faculty will ultimately determine how this will be accomplished.

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Milestones (Visionary Statements)	Action Steps (Plan with Responsible Party)	Success statements (Measurable Outcomes and Timeline)
<p>2. UD SON will provide outstanding clinical experiences that prepare undergraduate students for entry into practice.</p>	<ol style="list-style-type: none"> 1. Educational Assessment Committee (EAC) will determine and develop a specific instructor course evaluation summary form for clinical courses. 2. SON Director and Undergraduate Coordinator will develop a formal mechanism for soliciting S contract faculty feedback. 3. Recommendations from the Ad Hoc Committee on senior clinical experiences will be thoroughly reviewed and priority will be placed on their implementation. 4. Recruit and hire clinically competent permanent and S-contract faculty. 	<ol style="list-style-type: none"> 1. Increase student participation in clinical course evaluation to greater than 95%. 2. The aggregate qualitative data in student and faculty course evaluations, faculty course summaries, and anecdotal information sent to the Clinical Coordinator will provide evidence of outstanding clinical experiences.

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<p>3. UD SON graduates will be successful on the NCLEX-RN Examination.</p>	<ol style="list-style-type: none"> 1. The NCLEX task force will develop and monitor programs and policies that promote NCLEX success. 2. Identify at risk students in the sophomore and junior year and provide a plan of action. 3. Assess the high risk student NCLEX review course. 4. The School of Nursing will offer a 1 credit NCLEX review course the second semester of the senior year. 5. Determine a plan for integrating NLN test scores into the NCLEX roadmap for success. 6. Faculty will be updated on NCLEX blueprint, changes in NCLEX, and UD students' strengths and weaknesses on an annual basis. 	<ol style="list-style-type: none"> 1. Achieve and maintain first time NCLEX pass rate at 92% or higher within 3 years.
<p>4. UD SON will provide exciting challenges and unique opportunities for talented undergraduate students.</p>	<ol style="list-style-type: none"> 1. The Honors Coordinator in the School of Nursing will ensure that the Nursing Honors Program is in accordance with the UD Honor's Program. 2. Faculty will promote participation in the Honors Program during recruitment events. 3. The curriculum committee will work with the honors program coordinator to evaluate and update the Honors Program in Nursing. 4. Faculty will be encouraged to provide opportunities for student participation in research, teaching, and service learning. 	<ol style="list-style-type: none"> 1. Nursing Honors students will report their satisfaction with their honors experiences. 2. Students will report satisfaction with availability and quality of opportunities to participate in faculty-related research.

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School Of Nursing - Masters Education		
Milestones (Visionary Statements)	Action Steps (Plan with Responsible Party)	Success statements (Measurable Outcomes and Timeline)
<p>1. UD SON will provide outstanding Master’s degree education.</p>	<p>1. GEC will critically review each concentration using appropriate tools (e.g., the course grids; program matrix, student evaluations, course evaluation forms) and make recommendations for change</p> <p>2. A link to the New Graduate Program Evaluation Survey will be added to the final course of each concentration and data reported to the Committee at the first meeting of each fall semester.</p>	<p>1. Appropriate course/program changes will be made to better meet the educational needs of Master’s students by January 2012</p> <p>2. Course/program changes will be utilized to stay abreast of the healthcare needs of a global society.</p> <p>3. The GEC will maintain a pool of talented graduates of the program to serve as preceptors.</p> <p>4. A link to the New Graduate Program Evaluation Survey will be placed on the Sakai course websites of NUR 645, 664, and 686 starting in 2011.</p>

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School Of Nursing - Masters Education		
Milestones (Visionary Statements)	Action Steps (Plan with Responsible Party)	Success statements (Measurable Outcomes and Timeline)
<p>2. UD SON Master’s degree programs will deliver a quality, flexible education that is competitive in current and future marketplaces.</p>	<ol style="list-style-type: none"> 1. A market analysis including educational cost will be completed to guide program development, refinement, consortium programs and s year-round schedule. 2. The Graduate Committee will examine the results of the analysis and compare the findings to the program offerings. 3. The GEC will conduct ongoing proactive outreach to area hospital systems regarding flexible educational opportunities. 4. The GEC will conduct evaluations (e.g., program, course, and student) to assess program quality, flexibility and competitiveness 4. Nurse recruiter and a concentration program representative from (CNS, HSAD, and NP) will develop tools for recruitment 	<ol style="list-style-type: none"> 1. The GEC will oversee the market analysis of both potential students and employers of the need for program modifications and make necessary curricula changes by 2012. 2. Year-round educational program feasibility will be determined based on the market analysis, university guidelines in 2012. 3. The GEC will draft recommendations for each program’s catchment area and present the information at a faculty meeting in 2012 to review and act on as indicated. 3. Area hospital systems will be approached concerning the implementation of a competitive fee schedule by 2012. 4. New tools for graduate student recruitment will be developed by 2011.

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School Of Nursing - PhD Education

Milestones (Visionary Statements)	Action Steps (Plan with Responsible Party)	Success statements (Measurable Outcomes and Timeline)
<p>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.</p>	<p>1. SON Director will appoint a Coordinator of the PhD in Nursing Science Program and members to serve on the PhD in Nursing Science Program Committee.</p> <p>2. Grad. Ed. will propose a bylaws change to add a PhD in Nursing Science Program Committee as a sub-committee of the Graduate Education Committee.</p> <p>3. Grad. Ed. will propose bylaws changes to establish membership in the PhD in Nursing Science Program Committee as “elected”.</p> <p>4. PhD in Nursing Science Program Coordinator and Committee will develop advertisement and recruitment plan for newly approved PhD in Nursing Science Program.</p> <p>5. PhD in Nursing Science Program Coordinator and Committee will establish application and review process for PhD program.</p> <p>6a. PhD in Nursing Science Program Coordinator and Committee will develop appropriate infrastructure for students to apply for pre-doctoral grants.</p> <p>6b. PhD in Nursing Science Program Coordinator and Committee will apply for relevant grants to support PhD program, i.e. HRSA, and offer funding to potential students.</p> <p>7. PhD in Nursing Science Program Coordinator and Committee will establish procedures for students to obtain financial resources during program.</p>	<p>1. Appointments will be completed by March, 2010. Interim Coordinator will be appointed in fall 2010</p> <p>2. Bylaws change to make the PhD in Nursing Science Program Committee a sub-committee of Graduate Education will be adopted by March, 2010</p> <p>3. 3. Bylaws change to make membership in the PhD in Nursing Science Program Committee as “appointed” adopted March, 2011</p> <p>4. Disseminate program information through advertisement and person-to-person recruitment by May 31, 2011.</p> <p>5. Application will be posted online through the Office of Graduate and Professional Education</p> <p>6. Secure funding following program approval.</p> <p>7. Offer research and/or teaching assistantships to six enrolled students in September 2011.</p> <p>9. At least 4 SON faculty will be identified as core faculty for first class of PhD students by August 2011</p> <p>10. At least 2 internal or external faculty mentors will be identified by March 2010</p> <p>11. A structured mentorship program will be instituted in summer 2011 with faculty adequately prepared to teach by the program’s start in fall semester 2011.</p> <p>12. Detailed curriculum matrix will be approved by GECby May 2011. A matrix was included in the proposal for the PhD program and approved by the Faculty Senate</p>

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School Of Nursing - PhD Education (continued)		
Milestones (Visionary Statements)	Action Steps (Plan with Responsible Party)	Success statements (Measurable Outcomes and Timeline)
	<ul style="list-style-type: none"> a. Develop processes to apply for research and teaching assistantships. 8. PhD in Nursing Science Program Coordinator and Committee will determine interested faculty and assign them to teach courses in the PhD program. 9. PhD in Nursing Science Program Coordinator and Committee will determine faculty, both internal and external to the SON, experienced in teaching doctoral students who are willing and qualified to mentor PhD nursing students. 10. PhD in Nursing Science Program Coordinator and Committee will establish mentorship for faculty planning to teach in the PhD program including dissertation committee and chairing of this committee by August 2011. 11. PhD in Nursing Science Program Coordinator and Committee will develop PhD in Nursing Science Curriculum. <ul style="list-style-type: none"> a. Develop new courses. b. Develop detailed curriculum matrix. c. Determine specific evaluation data to be collected. 	<ul style="list-style-type: none"> 13. Courses scheduled for the fall of the first year of study (NURS 810, 812, 814) will be reviewed by GECby August 2011 14. Courses scheduled for the spring of the first year of study (NURS 816, 833) will be reviewed by GECby December 15, 2011 15. Courses scheduled for the fall of the second year of study (NURS 834) will be reviewed by GECby May 31, 2012 16. Courses scheduled for the spring of the second year of study (NURS 835, 841, 842) will be reviewed by GECby December 15, 2012 17. Courses scheduled for the fall of the third year of study (NURS 850, NURS 969) will be reviewed by GECby May 31, 2012 18. Evaluation standards and data collection methods will be in place by September 2011 (e.g., National Academies survey data and Research-Focused Doctoral Program in Nursing Pathways to Excellence) 19. University of Delaware School of Nursing will enroll a qualified group of 6 students in the first offering of the PhD in Nursing Science program in Fall 2011.

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School Of Nursing - PhD Education (continued)		
Milestones (Visionary Statements)	Action Steps (Plan with Responsible Party)	Success statements (Measurable Outcomes and Timeline)
		<p>Evaluation:</p> <ol style="list-style-type: none"> 1. PhD Coordinator will monitor graduate student GPA and notify project Director of grades below a B- (end of each semester) 2. PhD Coordinator will track adherence of students to their Plans of Study, graduation rates, and dropout rate using the electronic Graduate Tracking Database developed by Graduate Nursing Program staff. (End of Semester) 3. PhD Coordinator will distribute the New Graduate Survey to new graduates of the PhD degree at the end of each semester using Qualtrics Software. (Beginning with first graduates of the program) 4. PhD Coordinator will distribute the Alumni Survey to alumni PhD degree program at one year and five year intervals using Qualtrics Software. (1-year; 5-years)

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School Of Nursing - Nurse Managed Health Center		
Milestones (Visionary Statements)	Action Steps (Plan with Responsible Party)	Success statements (Measurable Outcomes and Timeline)
<p>1. The Nurse Managed Health Center (NMHC) will provide exceptional evidenced based healthcare services for the UD community.</p>	<ol style="list-style-type: none"> 1. Maintain agreements with UD Departments to provided medical monitoring healthcare services. 2. Develop agreement with UD dining services (Aramark) to provide healthcare to workforce. 3. Develop a plan to provide exceptional primary healthcare to UD graduate students’ families 4. Develop a proposal to expand the services offered in the NMHC to include episodic healthcare for UD employees 5. Explore the possibility of providing exceptional healthcare to individuals in the Newark community. 	<ol style="list-style-type: none"> 1. Renew agreement with Environmental Health & Safety, Labor Relations, Public Safety, Facilities annually. 2. Agreement being reviewed by Aramark corporate legal team to be completed by June 2011. 3. NMHC manager is consulting with national NMHC Experts, UD experts, local healthcare experts and CHS administration to draft plan of including: <ul style="list-style-type: none"> ➤ Graduate students’ families by fall 2011. ➤ UD employee health services by fall 2011. ➤ Individuals in the Newark community by December 2011. 4. Report outcomes quarterly to the CHS Dean, Deputy Dean, SON Director and faculty
<p>2. The Nurse Managed Health Center will provide exceptional educational experiences for undergraduate and graduate students in the College of Health Sciences.</p>	<ol style="list-style-type: none"> 1. The NMHC will provide clinical learning experiences for graduate nursing students in nursing and physical therapy. 2. The NMHC will provide clinical learning experiences for undergraduate nursing students. 	<ol style="list-style-type: none"> 1. Nurse Practitioner students will continue to be assigned for semester long clinical rotations in the NMHC as the clinical schedule supports 2. Physical Therapy Students will be incorporated into the clinical schedule when NMHC is moved tentatively slated for 2013. 3. Integration of honors undergraduate students to begin when NMHC moved into new building tentatively slated for 2013.

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School Of Nursing - Nurse Managed Health Center		
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3. The Nurse Managed Health Center will contribute to the research mission of the SON and College.	<ol style="list-style-type: none"> 1. Develop a model to provide healthcare screening services that meet the needs of UD researchers that perform human subject’s research. 2. Work closely with the UD research office to assure compliance with all IRB research requirements 	<ol style="list-style-type: none"> 1. Bundle research healthcare services into affordable packages that provide the researchers a price list that they can incorporate into grants by September 2011. 2. HIPAA compliance, consent for research, research pool, and all security requirements are in place by December 2010.
4. The Nurse Managed Health Center will be financially self supporting NMHC and will use financial forecasting models that are robust	<ol style="list-style-type: none"> 1. Partner with UD business school to provide a student intern who will be mentored by NMHC faculty in the development of a financial forecasting model. The model will undergo ongoing testing and improvement until it provides a seamless reporting format for the NMHC 2. The NMHC will develop systems by which the cost of services provided is compared to healthcare price standards in the surrounding community. The information will be used to guide the NMHC pricing structure and report the saving that is being passed on to the UD community. 	<ol style="list-style-type: none"> 1. Included one business student intern per semester beginning September 2011. 2. Faculty member with healthcare administrative experience assigned 5% of workload to assist with financial management of NMHC and oversee business intern by September 2011. 3. Establish and refine the NMHC pricing structure by July 2011. 4. Achieve a balanced budget by July 2013.

Revisions:

Cynthia Diefenbeck 1/12/10; Judy Herrman 1/31/10; Cynthia Diefenbeck 2/17/10; Paula Klemm/Amy Johnson 2/23/11; 3/4/11 Paula Klemm 3.15.11; Kathleen Schell/Allen Prettyman 4/10/2011, Graduate Education Committee 5/5/11