

**UMKC School of Nursing
Vision and Mission
Strategic Goals
May 2009**

UMKC Vision:

UMKC will become a model urban research university characterized by signature graduate and professional programs, a dynamic undergraduate population, a highly diverse faculty, staff and student body, and active engagement with its city and region.

SON Vision:

Through academic and community partnerships that enhance nursing practice, research and lifelong learning, the UMKC School of Nursing will excel in preparing nurses to meet the diverse health care needs of individual, families and communities, including urban and underserved populations, in dynamic and diverse healthcare environments.

UMKC Mission:

To lead in life and health sciences; to deepen and expand strength in the visual and performing arts; to develop a professional workforce and collaborate in urban issues and education; and to create a vibrant learning and campus life experience.

SON Mission:

Education:

- To prepare the nontraditional and traditional nursing student to excel in the delivery and improvement of health care now and in the future within diverse and dynamic communities.
- To prepare students to meet the health care needs and provide health education to diverse populations including urban and underserved areas.

Research/Scholarship:

- To improve health outcomes/health care delivery and nursing education focusing on urban health through excellence in selected research & scholarly endeavors.
- To develop partnerships which enhance nursing practice, education, scholarship and the profession.
- To develop excellence in women's and children's health research & scholarship

Service:

- To participate in governance of the school, campus, university, community and professional organizations.
- To function as leaders in the discipline.
- To share expertise with the local, regional and national community partners.

Practice:

- To improve the practice of nursing via multiple nursing roles including clinician, educator, consultant, advocate and researcher.

GOAL 1: Build and maintain academic programs that have local, regional and national recognition.

GOAL 2: Cultivate scholarship activities which support life/health science initiatives.

GOAL 3: Foster an environment that is culturally respectful and attracts diverse students, staff and faculty.

GOAL 4: Expand revenue sources which support academic and research/scholarship excellence

GOAL 5: Collaborate with community partners in educational programs, research, practice and service.

UMKC GOAL: PLACE STUDENTS SUCCESS AT CENTER

GOAL 1: Build and maintain excellence in undergraduate and graduate nursing programs that have national recognition.

STRATEGIES	MEASURES OF SUCCESS
<p>Build on unique strengths of the SON:</p> <ul style="list-style-type: none"> • A focus on urban health, wellness, and needs of a diverse population • Underserved populations: with a focus on women and children. • An environment that enables faculty and students to develop to their full potential. <ul style="list-style-type: none"> ❖ Technology ❖ Distance education ❖ Simulation ❖ Electronic Health Records ❖ Classroom technology 	<ul style="list-style-type: none"> • Classroom and clinical activities implemented to facilitate skills for providing care to specified populations <ul style="list-style-type: none"> • content integrated into specified courses in all 4 programs as recommended by the Curriculum Committee by the end of May 2010 • All students in BSN-PL program are assigned to at least one clinical rotation in TMC or KCVA • Faculty community participation to enhance urban health & wellness with a focus on women and children <ul style="list-style-type: none"> • 75% of faculty activities with specified populations • Sustain and expand the use of technology for distance education, on-site classroom and lab teaching <ul style="list-style-type: none"> • financial replacement plan for technology equipment IT staff to support faculty & staff, funding for acquisition of new technology • Faculty development opportunities offered annually and individual workload maintained limits defined by the Workload Policy
<p>Expand international educational activities</p> <ul style="list-style-type: none"> • Continue with existing international partnerships such as the Honduras initiative • Build distance courses as international experiences with partnerships, i.e. International Health Care course, online RN-BSN and NP program in South Africa. 	<ul style="list-style-type: none"> • Agreements in place for student and personnel exchanges • Faculty sponsored study abroad opportunities bi-annually (Honduras, South Africa, etc.) • New and maintained partnerships with other universities to provide and receive program options for students (USD, UI, etc)

<p>Use current and emerging technology to enhance academic offerings, across curricula</p> <ul style="list-style-type: none"> • Maximize simulation for clinical education • Integrate simulation and EHR. • Partnerships with other universities as appropriate to expand program access • 	<ul style="list-style-type: none"> • Teaching with simulators and incorporated into undergraduate & graduate courses (90% of clinically focused courses)
<p>Excel as leaders in distance education.</p> <p>Expand distance education courses and programs:</p> <ul style="list-style-type: none"> • Provide RN-BSN/NNP/WHNP/PhD/NE post-master's certificate programs on-line • Actively market all distance education programs 	<ul style="list-style-type: none"> • Courses Completed & on-line /courses programs implemented based on established timelines • Student, preceptor, faculty and employer evaluations document quality of programs offered (4.0 on a 5.0 scale) • KC region and national marketing activities annually • Increased student enrollment outside KC region
<p>Explore the feasibility of developing new programs such as Acute Care Adult and Pediatric Practitioner programs; Palliative Care Certificate Program; Adult CNS program, CNL, GNP and Informatics, Surgery First Assist (CMH); RN Refresher</p>	<ul style="list-style-type: none"> • Timeline developed for each program approved by Curriculum by May 2010 with action plan for each by Oct 1, 2010
<p>Strengthen the PhD program by recruiting a diverse student body with focused areas of research</p>	<ul style="list-style-type: none"> • Increase enrollment to achieve saturation of faculty/student ratio (1:6)
<p>Initiate on-going activities with other disciplines and other Health Sciences schools to foster inter-professional classroom and clinical education</p>	<p>Interprofessional faculty group formed to:</p> <ul style="list-style-type: none"> • Develop one sustainable interprofessional clinical learning activity – May 2010 • Develop one sustainable interprofessional classroom course such as Health Care Law or Health Care Ethics – May 2013

UMKC GOAL: LEAD IN LIFE AND HEALTH SCIENCES
 ADVANCE URBANRESEARCH AND ENGAGEMENT

GOAL 2: Cultivate scholarship activities which support life/health science initiatives.

STRATEGIES	MEASURES OF SUCCESS
Strengthen and develop programs of basic and behavioral research and scholarship around current and emerging healthcare issues.	<ul style="list-style-type: none"> • Increase research funding, scholarly publications and dissemination of scholarship. • Provide ongoing faculty development in multidisciplinary scholarship.
Increase extramural funding.	Increase research and program funding by 25% per year.
Secure funding for new tenure track positions, with the goal of hiring associate and/or full professors.	Fill positions including: <ul style="list-style-type: none"> • Endowed Chair Pediatrics • Associate professor – pediatrics • Minority faculty • Joint UMKC/VA position
Broaden research infrastructure to support research, teaching and clinical scholarship.	<ul style="list-style-type: none"> • Identify and provide incentives for scholarly collaboration among research and clinical faculty. • Increase clinical faculty rank promotions – 90% eligible faculty promoted to appropriate rank May 2011
Increase student participation in scholarly/research projects.	<ul style="list-style-type: none"> • BSN students recruited to participate in SEARCH – 2 – 3 students/year • Annually, faculty identify ## of BSN students they can assign to work on various research projects and students recruited

UMKC Goal: Embrace Diversity

GOAL 3: Foster an Environment that is culturally respectful and attracts diverse students, staff and faculty.

STRATEGIES	MEASURES OF SUCCESS
STUDENTS:	
<p>Evaluate and strengthen strategies to recruit and retain quality students including a diverse student body:</p> <ul style="list-style-type: none"> • Enhance programs to recruit and retain minorities and males. • Explore on-line advisement access (including academic advisors, faculty mentors, social worker) • Provide accessible support to foster student success (including academic advisors, faculty mentors, social worker and electronic access) <ul style="list-style-type: none"> ◦ Nursing Pathways Program in place – High School through BSN Graduation – obtain sustainable funding ◦ Health Sciences Living Learning Community ◦ Academic support such as Supplemental Instruction for Chemistry, Anatomy & Physiology and Pharmacology • Develop School Diversity Plan • Maintain faculty/staff teams for recruitment and retention of underrepresented students (with annual goals) (i.e. Student Success Committee) • Obtain funding to increase diversity in all academic programs • Develop specialized recruitment plans for each academic programs 	<ul style="list-style-type: none"> • Updated marketing materials in place • Website enhanced to be desirable to diverse student groups & maintained • Student Services access online • Residential pre-nursing students participate in HS Living/learning center • 20% male enrollment; 30% minority enrollment in BSN-PL program • Retention and graduation rates in all programs 80% by 2011 • Results of polling surveys and student evaluations indicate supportive faculty and staff (4.5 on a 5 point scale) • Academic year Pathways participation increases to 85% of those admitted • 90% residential pre-nursing students participate in Living Learning Center • Meet annual goals of Student Success Committee

<ul style="list-style-type: none"> Strengthen plan for recruiting students from the urban and/or underserved populations 	<ul style="list-style-type: none"> Receive HRSA funding to support Pathways Program by July 2010 Expand Student Success Goals to include MSN, DNP and PhD programs by May 2011
<p>Provide education opportunities unique for providing care to urban populations</p> <ul style="list-style-type: none"> Course for Nurse Educator re: teaching faculty to work with diverse student bodies Course for BSN students or integrated content on special needs/skills/etc. working with urban and/or underserved populations 	<ul style="list-style-type: none"> Courses approved May 2011 to become part of NE program Fall 2011
<p>Increased recruitment into on-line programs: RN-BSN, Ph.D., nurse educator MSN, WHNP, and DNP to meet enrollment goals.; RN-BSN-150, MSN-230 with 25 from NE, PhD-25, DNP-50</p>	<ul style="list-style-type: none"> Annually increase enrollment in on-line programs by 15% excluding NNP & DNP programs
<p>Establish endowed and other funded scholarships to enable school to attract and support students and build financial packages</p>	<ul style="list-style-type: none"> 1 Endowed scholarship in place by 2013 Scholarship \$'s increased 100% by 2012
<p>Implement online support for utilization of technology, study skills, time management, and writing as student success program.</p>	<ul style="list-style-type: none"> Specified student support services in place by FS 2011
<p>Engage students in Hospital Hill collaborations.</p>	<ul style="list-style-type: none"> Increased student engagement in events Hospital Hill Health Fair
<p>Support for student's social & personal issues(challenges) of students specialized for each program: Examples: Social Worker, support programs, referrals to counseling center PhD Program: DNP Program: MSN: RN-BSN: Pre-licensure BSN: Student Success Program Accelerated BSN: <i>Still need to develop program specific strategies</i></p>	<ul style="list-style-type: none"> 80 % of students participating in activities are retained by 2011

FACULTY AND STAFF:	
Staff to set new standards of excellence for themselves through professional development, including continuing education conferences and staff development	<ul style="list-style-type: none"> • Staff goals reflect professional growth and support of school goals, vision & mission. Annual Goals established by Fall 2010
Maintain a work environment for faculty and staff that is supportive and safe, advances diversity and inclusion, and where individuals are valued for their talents and empowered to reach their fullest potential.	<ul style="list-style-type: none"> • 90% of Faculty/Staff input on UMKC and SON surveys indicate the SON provides safe & respectful environment
Continue current governance structure to align with goals, priorities, and school growth and insure maximum support for faculty governance	<ul style="list-style-type: none"> • Faculty satisfaction, structure in place to support needs
Provide regular, high quality development activities for faculty and staff including continuing education, conference, and collaborative opportunities	<ul style="list-style-type: none"> • 100% annual participation by faculty and staff in SON diversity programs with an average of 75% attendance for each individual
Maintain a faculty and staff salary compensation plan: review salary scales, work environment and benefit issues to maintain competitiveness	<ul style="list-style-type: none"> • Salary adjustments according to compensation plan Faculty salaries at AACN 50% by August 1, 2011
Provide mentors for new faculty to support internal partnerships, to facilitate adjustment to faculty role, to meet goals & to establish excellence in each faculty Provide comprehensive orientation and mentoring program for new faculty	<ul style="list-style-type: none"> • Mentor training/research team evaluations

Implement recognition and rewards for faculty/staff	<ul style="list-style-type: none"> • Annual Faculty and Staff Awards program • 80% faculty/staff participation
Provide ongoing development strategies to enhance cultural competence: <ul style="list-style-type: none"> • Implement diversity self-evaluation • develop Diversity Action Plan • evaluate effectiveness of Diversity Action Plan 	<ul style="list-style-type: none"> • Meeting outcomes as identified in the Diversity Action Plan
Teaching productivity (FTE/SCH) is at professional national mean	<ul style="list-style-type: none"> • Average 110 SCH/ FTE Faculty or AACN most recent data
Broaden faculty expertise by adding one new endowed chair in pediatric research in collaboration with CMH	<ul style="list-style-type: none"> • Endowed position in place by Fall Semester 2011

UMKC GOAL: PROMOTE RESEARCH AND ECONOMIC DEVELOPMENT

GOAL 4: Expand revenue sources which support academic and research/scholarship excellence.

STRATEGIES	MEASURES OF SUCCESS
Develop new revenue sources to meet the School's strategic goals <ul style="list-style-type: none"> • Entrepreneurial initiatives • Continuing Education 	<ul style="list-style-type: none"> • Reports from Advancement indicate steady increase annually with minimum 10% increase in private giving. • \$25,000/year via CE programs • Program grants to support student recruitment and retention • Revenue received from business plans re: Testing Center & Clinical Education Facilities
Seek private foundation grants in support of key School programs <ul style="list-style-type: none"> • Operation Breakthrough • Pathways to Nursing 	<ul style="list-style-type: none"> • \$100,000 per year for Operation Breakthrough • \$50,000 per year for Pathways to Nursing
Seek scholarship contributions to support student assistance needs	<ul style="list-style-type: none"> • \$15,000 per year • 1 endowed scholarship by 2013
Meet annual Advancement goals	<ul style="list-style-type: none"> • Advancement income equal to goals developed annually
Maintain funding for dean's discretionary use <ul style="list-style-type: none"> • Friends of Nursing • Dean's Discretionary Account 	<ul style="list-style-type: none"> • \$5000.00 Friends of Nursing – July 2010 and increase by 2500.00 annually thereafter. • Minimum of \$5000 annual contributions to Dean's Discretionary Account
Continue to build school's image through media, publications, publicity, alumni, and marketing	<ul style="list-style-type: none"> • Enrollments goals met annually • Annual Community groups/focus groups positive • Minimum of 5 public relations articles in local publications

Strengthen alumni involvement with SON activities and through increased annual giving	<ul style="list-style-type: none"> • Number of alumni participating in Alumni Association/SON activities increases by 20% each year • Increase alumni annual giving by 20% each year
Meet cost recovery national benchmark data by 2005	<ul style="list-style-type: none"> • Cost recovery at 50%
Collaborate with Health Sciences Schools to reduce academic and administrative costs	<ul style="list-style-type: none"> • Explore opportunities for joint services (e.g., business office, IS, Library) by May 2010 • Initiate joint activity(s) Fall 2011

UMKC GOAL: LEAD IN LIFE AND HEALTH SCIENCES

GOAL 5: Collaborate with community partners in educational programs, research, practice and service.

STRATEGIES	MEASURES OF SUCCESS
<p>Maintain Hospital Hill partnerships that strengthen relationships TMC, CMH, WMMHC & KC Health Department & the community</p>	<ul style="list-style-type: none"> • Faculty and student participation in Annual HH Health Fair • Continue participation in HH Diversity Council • Meet bi-annually with CNO from each clinical partner on HH • 90% of faculty & staff report community service
<p>Implement model distance education partnerships for education including Pediatrix, University of South Dakota, University of Iowa, and others</p>	<ul style="list-style-type: none"> • Maximum enrollment attained in clinical on-line programs by May 2011 • RN-BSN program enrollment increases 20% annually until reaching a maximum of 200 students
<p>Expand clinical partnerships to agencies serving diverse populations; e.g. VA, TMC, CMH,</p>	<ul style="list-style-type: none"> • 100% of BSN-PL students placed at TMC or KCVA for at least one clinical course • Faculty involved in research at each institution • SON faculty on KCVA, TMC, CMH committees as requested • Representatives from KCVA, TMC & CMH on SON Community Advisory Board
<p>Expanding clinical partnerships to set new models for clinical education and research (including but not limited to)</p> <ul style="list-style-type: none"> • Carondelet Health Center • TMC/CMH Clinical Education Model • TMC/UMKC Interdisciplinary Clinical Education Model 	<ul style="list-style-type: none"> • New clinical partnerships established • New models of clinical education initiated Fall 2010
<p>Provide service to selected community partners</p>	<ul style="list-style-type: none"> • Faculty/student participation with: • Operation Breakthrough • Sheffield Center • Calvary Wellness Center

Develop National and International Partnerships in accordance with online courses	<ul style="list-style-type: none"> • Program directors to explore options by May 2011 with appropriate action plans
Maintain cooperative relationship with MSSU and MWSC for providing graduate education	<ul style="list-style-type: none"> • On-going student admissions to each program • MSSU faculty participation in delivery of MSN courses as defined in MOU
Identify new standards and collaborations through the Community Advisory Board	<ul style="list-style-type: none"> • Community Advisory Board to meet bi-annually • SON explores recommendations from CAB with report to Board at each subsequent meeting

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