

School of Nursing Strategic Plan

I. A Great Place To Learn

University Strategic Goal

The University of Louisville is a great place to LEARN because it prepares students for success now, next and beyond. We accomplish this by supporting the whole student through transformative purpose-driven and engaged learning.

Strategy 1: Engage students in research that will bolster our prominence among Carnegie-classified.

Action 1: Involve students in prioritized university wide Grand Challenges (empowered community, work, health) in research

Strategy 2: Engage every undergraduate student in required meaningful experiential learning opportunities.

Action 1: Create a high quality, industry focused, core skills certification that students can use as an employment tool alongside their academic credential when they graduate.

Strategy 3: Attract and graduate the most talented, diverse student body through meaningful and structured commitment to student success, guided by the Strategic Enrollment Management Plan, to raise the university's national prominence.

Action 1: Expand global footprint/impact by increasing the percentage of students who participate in global cross-cultural study, research, and/or service experiences; and increasing UofL's international student community.

Action 2: Inspire a student-centered culture by improving the efficiency and user experience of our systems and the faculty and staff's responsible ownership of student success.

Action 3: Improve retention and persistence to graduation and ensure progress toward equal outcomes for underrepresented, underprepared, low income students sub populations.

Action 4: Attract and enroll a capable, diverse, and engaged student body responsive to the demographic and workforce needs of the future.

LEARN Metrics

STRATEGY/ ACTION	METRIC	DESCRIPTION	BASELINE	GOAL
S1A1	Research plans developed that include professional, graduate, and undergraduate students	Number of Undergraduate Research scholars Number of DNP students working on final projects Number of PhD students in dissertation phase Number of PhD Student graduation		
S2A1	Determine which core skills programs to be developed by which units. Inventory existing course and faculty resources, and cluster courses appropriate for core skills certificate programs.	MEPN Program prepares students for certification as <u>Clinical Nurse Leaders</u> CPR Certification Nursing Assistant Certification CITI certified		
S2A2	Key faculty and staff in each unit identified to facilitate meaningful experiential learning opportunities. Clinical coordinators ensure that students have a learning experience. Each area of nursing has a clinical coordinator that facilitates experiential learning.	NCLEX Scores for undergraduates to show experiential learning over time.		
S3A1	Current students have increased international research and study abroad opportunities	Summer 2021 Girls' camp internship International House-Owensboro Refugee Center – Louisville Global Health Clinic – Louisville		
S3A2	Improved classroom technology and digital student support solutions	Due to pandemic, Instructional Designer, Wanju Huang hired this summer to work with faculty to redesign courses to provide students online experience that simulates in person instruction.		
S3A2	Adequate, safe, and healthy learning environment that meets academic and personal needs (lactation, prayer, bathroom) is afforded to every student.	Lactation room Gender neutral bathrooms Touchless faucets Auto flush toilets		
S3A3	Establish new program to help non-traditional students (adult learners, transfers, commuters) increase their ability to adjust academically and socially to the college environment from matriculation to graduation	Collect data on number of new programs SON is implementing (e.g., Accelerated BSN Program, Evolve 502 Program, etc.)		

<p>S3A4</p>	<p>Brand Campaign to attract and enroll a capable, diverse and engaged student body</p>	<p>Number of diverse students Holistic and individualized approach to attract, admit, and support students of underrepresented backgrounds</p> <ul style="list-style-type: none"> • SON approved decision-making tree that is more holistic • Measure admission rate (number students who applied versus number admitted) <p>Freshman class focus (difference in numbers given new approach implemented)</p>		
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II. A Great Place To Invest

University Strategic Goal

The University of Louisville is a great place in which to INVEST because of its demonstrated and potential impact on individual and community health and the economic, social and cultural health and well-being of Louisville, the commonwealth and beyond. We accomplish this through innovative teaching, research, scholarship and creative activity, principled leadership, responsible stewardship and engaged partnerships.

Strategy 1: Create social, cultural, and learning opportunities that bring people to campus or bring the campus to people (virtual and external partnerships) that improve quality of life by leveraging faculty, staff and student expertise and talent.

Action 1: Marketing and promotion: Improve the University's local and global marketing and communications and digital presence to increase access to knowledge and engagement.

Strategy 2: Improve the ease and impact of partnering with the university by building and stewarding mutually beneficial relationships that support student success, faculty productivity and staff development.

Action 1: Develop value added partnerships with business and industry partners.

Action 2: Develop a comprehensive alumni engagement platform to integrate alumni and friends in the university's shared interests, areas of expertise and Grand Challenges.

Strategy 3: Increase productivity and innovation in research, scholarship and creative activities addressing the Grand Challenges to bolster our prominence among Carnegie-classified Research 1 universities.

Action 1: Strengthen UofL's R1 standing by increasing scholarship support, fellowship opportunities, graduate degrees and postdoctoral training, and national academy memberships.

INVEST Metrics

STRATEGY/ ACTION	METRIC	DESCRIPTION	BASELINE	GOAL
S1A1	Increased social media presence	Marketing Coordinator who is increasing media presence (Facebook page, LinkedIn page, Twitter, Instagram, YouTube Channel, Flickr page) Faculty and staff post links to signature to inform correspondents of SON social media presence		
S2A1	Business and industry partnerships increase annually and expand in scope of activities and engagements	Collect number of industry partnerships SON has (e.g., apprenticeship program w/Trilogy, RN-BSN program w/UofL Health, Nurse Researcher program w/Baptist, Owensboro Extension, KY Race Track, etc) Endowed Professorship in areas of Grand Challenges		

STRATEGY/ ACTION	METRIC	DESCRIPTION	BASELINE	GOAL
S2A2	Seamless relationships between academic units and development officers (and the Office of Advancement) enable more successful matches between faculty, staff and students and alumni sponsors.	<ul style="list-style-type: none"> • Alumni sponsored events that are hosted by SON (e.g., “Nurses on the Frontline” Virtual Event, Belle of Louisville After Dinner Cruise, etc.) • Established Nursing Advisory Council – Program pipeline • SON Advisory Committee- CNO, Nursing Leaders • Established SON Visiting Committee of President’s Council – Philanthropic pipeline <ul style="list-style-type: none"> ▪ Quarterly meetings of both committees 		
S3A3	Increased extramural research and fellowship funding drives the expansion of doctoral programs	Number of doctoral (PhD) students admitted each year.		

III. A Great Place To Work

University Strategic Goal

The University of Louisville is a great place to WORK because it is a workplace dedicated to personal growth and professional development. We accomplish this by fostering a culture where faculty, staff and administration live our institutional values.

Strategy 1: Inspire a culture of care, trust, accountability, equity and transparency by embedding the Cardinal Principles in the fabric of the university.

Action 1: Establish policies and implement required annual training programs on bullying, implicit bias, sexual harassment, etc to hold employees at all levels accountable for improving climate and culture outcomes.

Action 2: Review climate survey data and create and implement action plans to address identified concerns in a timely manner.

Strategy 2: Provide all faculty and staff fair and equitable compensation recognizing that our employees are critical to attaining institutional success.

Action 1: Regularly benchmark total compensation against peers and the market to inform university compensation targets.

Action 2: Conduct comprehensive review of compensation equity in each unit and develop plans to redress identified equity issues.

Strategy 3: Inspire a culture of care, trust, accountability, equity and transparency by embedding the Cardinal Principles in the fabric of the university.

Action 1: Implement and incentivize a Cardinal Principles training program to cultivate noble leaders and to hold them accountable for improving climate and culture outcomes at all levels of the university.

Strategy 4: Become an employer of choice that intentionally attracts and retains the most talented and diverse faculty and staff through meaningful and structured commitment to employee success.

Action 1: Develop hiring practices to attract competitive candidates and support diversity, equity and inclusion.

WORK Metrics

STRATEGY/ ACTION	METRIC	DESCRIPTION	BASELINE	GOAL
S1A1	Employees are required by university policy to participate annually in provided training	School of Nursing will annually require faculty and staff to participate in training on implicit bias. Number of people who participate annually will be tracked.		
S1A2	Addressing unit climate issues	Unit leaders are expected to – and are recognized for – proactively addressing problematic issues identified in campus climate surveys.		
S2A1	Total compensation report updated every three years and posted to Human Resources website.	School of Nursing will provide annual salary audit of faculty to determine average salaries, using benchmark data identified by the American Association of Colleges of Nursing. School of Nursing will perform a staff audit by comparing salaries across other units to determine average salary.		
S2A2	Unit level assessments conducted every three years, and unit leaders develop and implement cabinet approved plans to redress compensation inequities	Current salary inequities for faculty have been addressed and are ready to move forward. Awaiting approval from administration to implement.		
S3A1	Cardinal Principles communicated and displayed across UofL campuses and in the Louisville community.	Print off Cardinal Principles and hang in all classrooms, conference rooms, and public spaces all over School of Nursing Mission, Vision, Diversity statement and Core Values of the SON posted		
S4A1	A comprehensive marketing and recruitment plan that promotes the University of Louisville as a Great Place to Work deployed in areas from which university employees are recruited and that encourages high quality internal and external candidates for vacant positions.	School of Nursing plans to post advertisement for faculty positions in different online sites on a regular basis. Some sites include: a. https://www.aacnursing.org/Career-Center/Post-a-Job-Ad b. https://www.nbna.org/career c. https://careers.nahnnet.org/employers/ d. American Academy Nursing e. HEED		
S4A1	Representation of underrepresented groups increasingly matches or exceeds the demographic diversity of the city.	The number of diverse or underrepresented minority faculty hired will determine how well advertising is going, and will allow SON to maintain the percentage of minority faculty matches population of diverse students.		