

School of Nursing Strategic Plan 2023-25
Approved May 11, 2023 (SON Faculty Organization)

Mission: To role model professional excellence and to educate professional nurses who are prepared to achieve distinction in: 1) leadership, 2) innovation, 3) practice, 4) research/ scholarship, 5) engagement, and 6) service to meet the evolving health needs of a diverse society.

LEARN

LEARN Strategic Goal: The University of Louisville is a great place to LEARN because it prepares students for success now and into the future. We accomplish this by supporting the whole student through transformative purpose-driven and engaged learning.		
Strategy L1: Attract, retain, and graduate a talented, diverse student body through meaningful and structured commitment to student success.		
ACTION	TACTICS	MEASUREMENT
ACTION 1: Create interdisciplinary degrees and credentials driven by community, society, and workforce needs.	Expansion of the concurrent RN-BSN Enrollment Program with the KCTC and IVY Tech Systems.	Number of students enrolled.
	Pursue HRSA Training grants (pre-licensure and APRN).	Number of grants submitted
ACTION 2: Increase and support non-traditional student populations including adult, commuter, online, transfer, international, etc.	Increase marketing efforts to attract and enroll a capable, diverse, and engaged student body.	Number of students and graduates in undergraduate SON programs who are diverse or from underserved areas.
	Maintain and grow infrastructure to ensure retention of diverse and nontraditional students.	Number and listing of changes in programs/policies in place to assist with student retention.
	Collaborate with Mountain Comprehensive Health Corporation to increase enrollment of eastern Kentucky residents in pre-licensure, RN-RN-BSN, and APRN programs.	Documentation of collaborative efforts and number of students enrolled from the targeted 13 counties in Eastern Kentucky.

<p>ACTION 3: Continue to identify and remove barriers to improve retention and persistence to graduation and ensure progress towards equal outcomes for underrepresented, underprepared, low-income student sub-populations.</p>	<p>Establish an accelerated BSN (ABSN) program of study which includes 8 credits towards a master’s degree and direct entry to a master’s program.</p> <p>Conduct regular review and revision of the admission process to ensure a holistic approach which supports admission of diverse students and those from underserved area.</p>	<p>Establishment of the program and enrollment of students in the ABSN and master’s programs.</p> <p>Admissions process that supports admission of diverse students and those from underserved areas.</p>
<p>Strategy L2: Prepare critical thinking, global citizens capable of lifelong, self-directed learning to lead, serve and shape the future.</p>		
<p>ACTION</p>	<p>TACTICS</p>	<p>MEASUREMENT</p>
<p>ACTION 1: Every student will complete an engaged learning experience such as internship, community-based learning project, undergraduate research, creative activity presentation/performance, practicum, study abroad, service learning, etc.</p>	<p>Provide opportunities for pre-licensure, RN-BSN, and APRN students to participate in clinical practicum experiences as a part of their required programs of study.</p> <p>Provide opportunities for students to participate in local, national, and international service-learning opportunities.</p> <p>Provide undergraduate and master’s students opportunities to participate in guided research experiences (e.g., SROP; Research Scholars, independent study).</p> <p>Provide all students with opportunities for a community-based learning experiences within their required programs of study.</p>	<p>Number of students who completed clinical practice opportunities.</p> <p>Number of students who completed local, national, and international service-learning opportunities.</p> <p>Number of students who participated in guided research experiences.</p> <p>Number of students who participated in community-based learning experiences.</p>
<p>ACTION 2: All students will be provided with a foundation of essential skills that each recognizes as translational to career, professional and life opportunities.</p>	<p>Prepare pre-licensure and APRN students to take national board exams for professional licensure.</p>	<p>Pass rates for NCLEX-RN.</p> <p>Pass rates for APRN certification exams.</p>

DISCOVER

DISCOVER Strategic Goal: The University of Louisville is a great place to DISCOVER new knowledge that improves lives. We accomplish this through impactful research, innovation, scholarship, and creative activity.

Strategy D1: Increase efforts and support in innovation, research, scholarship, and creative activities.

ACTION	TACTICS	MEASUREMENT
<p>ACTION 1: Build and enhance institutional infrastructure to support UofL research, scholarship, and creative activities.</p>	<p>Employ research and grants manager and administrative personnel to support faculty and students' research and scholarship (pre- and post-award).</p> <p>Continue support from graduate research assistants in the Office of Nursing Research to assist faculty with research and scholarship.</p> <p>Conduct biennial needs assessment of faculty to determine needs for scholarship support. Align unit resources with top 3 needs identified.</p>	<p>Number and amount of external research awards.</p> <p>Number of research proposals submitted.</p> <p>Number of faculty publications</p> <p>Number of FTE skilled staff to support research office.</p> <p>Documentation of support provided in priority areas identified in the biennial scholarship needs assessment.</p>
<p>ACTION 2: Invest in the recruitment, development, and retention of top researchers: faculty, staff, postdocs, and graduate students.</p>	<p>Develop and implement a comprehensive marketing and recruitment plan that promotes the University of Louisville School of Nursing as a Great Place to Work and that results in applications from high quality candidates for vacant positions.</p> <p>Conduct needs assessment of researchers to determine meaningful development and retention strategies.</p> <p>Enable faculty to participate in central research development opportunities and interdisciplinary collaborations.</p>	<p>Amount of funding committed to marketing and recruitment of faculty.</p> <p>Number of experienced research faculty hired each year.</p> <p>Number of PhD students admitted each year.</p> <p>Number of faculty participating in research development opportunities.</p> <p>Number of faculty participating in interdisciplinary collaborations.</p>

<p>ACTION 3: Engage historically underrepresented communities in the university's scholarly contributions and research activities.</p>	<p>Partner with agencies serving underrepresented populations in the Louisville, Owensboro, and other communities for student and faculty engagement.</p> <p>SON Community Engagement Committee will strategically plan and oversee faculty and staff participation in community events.</p> <p>Participate in annual UofL Engaged Scholarship Symposium for faculty and staff dissemination of scholarly community engaged activities.</p>	<p>Number of faculty and students who participate in community engagement events/activities.</p> <p>Number of communities in partnership with the School of Nursing.</p> <p>Number of annual partnership events.</p> <p>Number of annual events planned and implemented by Community Engagement Committee.</p> <p>Number of faculty and staff participating in UofL Engaged Scholarship Symposium.</p> <p>Number presentations by faculty at UofL Engaged Scholarship Symposium.</p>
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Strategy D2: Develop strong translational research, innovation, and entrepreneurship programs to maximize societal impact of university research.

ACTION	TACTICS	MEASUREMENT
<p>ACTION 1: Develop and support a culture that celebrates innovation and impact.</p>	<p>Encourage attendance at UofL and regional research symposia to disseminate and celebrate research success of students and faculty.</p>	<p>Number of students and faculty attending/presenting at symposia.</p>
<p>ACTION 2: Develop the capacity to successfully start and launch companies from UofL technology and discoveries.</p>	<p>Encourage faculty to use central research resources to promote innovation and entrepreneurship.</p>	<p>Number of patents, copyrights, trainings attended.</p>
<p>ACTION 3: Expand innovation and translational research support including clinical research and clinical trials.</p>	<p>Encourage faculty interdisciplinary collaborations with University Research Centers/Institutes to conduct clinical research and clinical trials.</p>	<p>Number of faculty collaborating with University Research Centers/Institutes.</p>

CONNECT

<p>CONNECT Strategic Goal: The University of Louisville is a great place with which to CONNECT because of its impact on community and the economic, social, and cultural health and well-being of Louisville, the Commonwealth, and beyond. We accomplish this through principled leadership, responsible stewardship, and engaged partnerships.</p>		
<p>Strategy C1: Improve awareness, accessibility, value, and impact of community, industry, government, and alumni partnerships.</p>		
ACTION	TACTICS	MEASUREMENT
<p>ACTION 1: Recognize and celebrate work that empowers our communities through scholarship and community partnerships.</p>	<p>Highlight community engagement activities performed by SON faculty, staff, and students once a month in School of Nursing newsletters, social media, and other marketing approaches.</p>	<p>Number of SON highlights created and released.</p>
	<p>Disseminate outcomes of research conducted in collaboration with endowment partners.</p>	<p>Dissemination of collaborative endowment partner research activity and outcomes for the lay and scientific communities.</p>
<p>ACTION 2: Expand and strengthen partnerships that support professional development to advance the health of our community.</p>	<p>Maintain and grow current academic and clinical partnerships with community entities.</p>	<p>Number of maintained and new academic clinical partnership with community entities.</p>
	<p>Engage nursing faculty in clinical practice opportunities with our clinical partners.</p>	<p>Number of APRN faculty who practice at an agency who is a clinical partner.</p>
	<p>Maintain the SON Dean’s Advisory Council consisting of healthcare and academic leaders in our community.</p>	<p>Number of SON Dean’s Advisory Council meetings per year.</p>
	<p>Reactivate the President’s Council or similar advisory committee to provide a philanthropic pipeline for SON initiatives.</p>	<p>Number of philanthropy advisory committee meetings for the SON.</p>
<p>ACTION 3: Engineer our future economy by developing creative ideas and technologies that facilitate workforce opportunities through engagement with industry, non-profit, community and government entities.</p>	<p>Support faculty and student engagement with SON industry partnerships.</p>	<p>Number of students and faculty engaged in industry partnerships.</p>
	<p>Participate with university-wide committee on industry partnerships/development.</p>	<p>Faculty representative on university-wide industry partnership/development committee.</p>

Strategy C2: Increase Community and Alumni Engagement		
ACTION	TACTICS	MEASUREMENT
ACTION 1: Create social, cultural, and learning opportunities that bring people to campus or bring the campus to people (virtual and external partnerships) by leveraging clinician, faculty, staff, and student expertise and talent.	Develop a continuing education platform to engage the community in professional development.	Number of continuing education activities and number of attendees.
	Represent the University at community events (e.g., health fairs, volunteer physicals, food drives).	Number of community events where the SON represented the University and provided nursing-focused activities to the community.
ACTION 2: Develop a comprehensive alumni engagement platform to integrate university, alumni, and friends shared interests, expertise, and achievements.	Host alumni events throughout the year.	Number of alumni events and number of attendees.
	Host the SON 50 th Anniversary event in Spring 2024.	Number of attendees at the 50 th Anniversary event.

WORK

WORK 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 W1: Foster a culture of care, trust, accountability, equity, and transparency.		
ACTION	TACTICS	MEASUREMENT
ACTION 1: Implement and incentivize programs to cultivate effective leaders and to hold them accountable for improving climate and culture outcomes as well as understanding the university's identity, vision and values including Cardinal Principles and the Cardinal Anti-Racism Agenda.	S1A1: Encourage faculty and staff to participate in diversity and inclusivity professional development.	Number of people who participate in training.
	S1A2: Unit leaders are expected to and are recognized for proactively addressing problematic issues identified in campus climate surveys.	Number of issues identified in campus climate surveys addressed.
	S3A1: UofL Cardinal Principles and the SON Mission, Vision, Diversity Statement, and Core Values will be physically posted in public spaces in the School of Nursing building.	Number of Cardinal Principles and SON foundational documents posted in SON building.

<p>ACTION 2: Continue to establish transparent operational policies and procedures through Shared Governance and to increase effective communication strategies across campus.</p>	<p>SON Standing Committees submit annual reports that foster the ongoing work of the committees. All SON committee reports are available to faculty and staff in Nursing SharePoint.</p> <p>Dean provides regular reports to Faculty Organization.</p>	<p>Number of Standing Committee annual reports collected and posted in SharePoint.</p> <p>Dean’s reports posted on SharePoint.</p>
<p>Strategy W2: 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</p>		
<p>ACTION</p>	<p>TACTICS</p>	<p>MEASUREMENT</p>
<p>ACTION 1: Prioritize faculty and staff retention by providing professional development opportunities.</p>	<p>Faculty and staff submit development goals during annual performance evaluations.</p>	<p>Number of faculty and staff who participate in professional development opportunities.</p>
<p>ACTION 2: Informed by 2021-23 compensation study, develop plans to redress identified equity issues.</p>	<p>Conduct unit-level faculty and staff compensation assessments every three years, and unit leaders develop and implement provost- or HR-approved plans to redress compensation inequities.</p>	<p>Number of faculty and staff salaries aligned with benchmarks.</p>
<p>ACTION 3: Develop and provide formal university and unit/department on-boarding and exit interviews for faculty and staff.</p>	<p>Engage all new SON staff and faculty with the formal university onboarding program established by the Employee Success Center. https://louisville.edu/employeesuccess/onboarding</p> <p>Provide formal unit-based onboarding program for staff and full-time faculty new to the SON.</p> <p>Conduct faculty and staff exit interview using the established SON process.</p>	<p>Number of university onboarding programs completed by newly hired staff and faculty, navigators, and supervisors.</p> <p>Number of SON onboarding programs completed by newly hired staff and faculty, navigators, and supervisors.</p> <p>Number of exit interviews conducted.</p>