

**University of Arkansas at Monticello
School of Nursing
Strategic Plan**

UAM's Strategic Plan Category	School of Nursing Strategic Plan Task	School of Nursing Timeline	School of Nursing Action Steps	Key Performance Indicators (KPI)/ School of Nursing Goal Evaluation
STUDENT SUCCESS – fulfilling academic and co-curricular needs	Develop, deliver, and maintain quality academic programs.	<p>Start Spring 2018 – Ongoing</p> <p><u>2019-2020:</u> Curriculum revisions continued during the academic year but were halted due to COVID-19. In addition, a new NCLEX-RN test plan design is being developed. Faculty voted to slow down the new curriculum development to make sure we stay in alignment with the NCLEX-RN test plan. Faculty will continue to work on this with a projected completion date to be determined upon faculty return in August 2020.</p>	<ol style="list-style-type: none"> 1. Revitalize Associate of Applied Science in Nursing (AASN) and Bachelor of Science in Nursing (BSN) curriculum from being “integrated” into a “block” curriculum. The purpose for changing the curriculum format is to move the SON into a more modern format allowing students to develop a deeper understanding in each area of learning. 2. Develop and reevaluate revision curriculum timeline with faculty. 3. Review NCLEX-RN pass rates to determine student success after graduation. 4. Review NCLEX-RN pass rates of each cohort twice yearly. <p><u>Ended Spring 2020:</u> Assign a faculty member to manage the process and</p>	<p>KPI#1: Steps to revitalize curriculum are within the timeline established by the SON</p> <p><u>2018-2019:</u> Curriculum revisions began in Fall 2018 and is ahead of schedule with a projected completion date of Summer 2020.</p> <p><u>2019-2020:</u> Fall 2018 - work began on revisions with monthly faculty ad hoc meetings. Half work release granted to a faculty member who manages the revisions. Revisions halted due to COVID-19. An updated timeline will be decided in August 2020 upon faculty return.</p> <p>KPI#2: 80% of graduates from both programs (AASN and BSN) averaged over the most recent three-year calendar time period will pass NCLEX-RN on the first attempt.</p> <p><u>2018-2020 Three year average:</u> AASN = 15/19 (79%) BSN = 55/62 (89%)</p> <p><u>2020 cohort:</u></p>

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			request work (teaching) release time.	AASN = 5/6 (83%) four have not tested as of 7/6/2020 BSN = 19/24 (79%)
STUDENT SUCCESS – fulfilling academic and co-curricular needs	<p>Retain and recruit high achieving faculty and staff.</p> <p>Submit budget request for faculty as needed.</p>	Start Spring 2018 - Ongoing	<ol style="list-style-type: none"> 1. Examine SON budget for professional development opportunities and expanding faculty positions. 2. Provide opportunities for faculty and staff professional development. The SON Dean will inform faculty of opportunities via email and during monthly faculty meetings and also allow faculty to make requests. The dean will budget for professional development expenditures each academic term. 3. The Dean will hire qualified nurse educators for vacant faculty and clinical instructor positions. 	<p>KPI#3: 100% of full-time nursing faculty will attend professional development as long as the budget allows.</p> <p><u>2018-2019</u>: All full-time faculty participated in professional development opportunities. A total of \$3670.29 was spent on professional development.</p> <p><u>2019-2020</u>: All faculty participated in professional development opportunities. A total of \$3081.51 was spent on faculty professional development. A total of \$1440.55 was spent on Dean professional development.</p> <p>KPI#4: 100% of nursing faculty/clinical instructor positions will be filled with qualified faculty.</p> <p><u>2018-2019</u>: The SON received a 12-month half-time position for a simulation coordinator. This position was filled on July 1, 2018. No full-time faculty position were vacant. Two adjunct clinical instructors were</p>

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				<p>hired for the 2018-2019 term. Professional training for the simulation coordinator was provided through the academic year. Adjunct clinical instructors received mentoring from senior faculty on job requirements. The SON was awarded the requested full-time simulation instructor. The position begins the 2019-2020 academic term (Aug 2019).</p> <p><u>2019-2020</u>: One full-time faculty retired and the position was filled. One part-time clinical instructor was hired to work with two clinical groups. The new position of full-time Simulation Instructor began in Fall 2019.</p>
ENROLLMENT and RETENTION GAINS	<p>Examine program admission requirements to ensure program acceptance of highly qualified students and graduates.</p> <p>2019-2020: Target recruiting: The following goal was set for the 2020-2021 cohort of students applying to the nursing programs:</p>	Start Fall 2018 - Ongoing	<ol style="list-style-type: none"> 1. Target recruitment for program specifics n – set goals for applicants each year. 2. Monitor and review trended data, adjust appropriate strategies, and compare UAM SON to other Arkansas nursing programs for enrollment and retention on an annual basis. Enrollment and 	<p>KPI#5: 80% of newly admitted AASN students will graduate from the program within one year from admission into the nursing sequence.</p> <ul style="list-style-type: none"> • <u>Class of 2019</u>: 6/16 (37.5%) graduated. There were 2 readmits. Both readmits did not graduate. • <u>Class of 2020</u>: 8/11 (73%). There were two readmits from the 2019

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	<ul style="list-style-type: none"> Generic BSN (pre licensure) = 60 applicants Results: Goal not met. Thirty-one applied. One withdrew application. Thirty were accepted. AASN (LPN – RN) = 16 applicants Results: Goal not met. Seven students applied and all were accepted. RN – BSN program (post licensure) = 10 applicants Results: Goal met. Ten applied and all were accepted. However, only three paid their tuition/fees and started the program. <p><u>2020-2021</u>: Target recruiting goal for those applying in Spring 2021 –</p> <ul style="list-style-type: none"> Generic BSN (pre licensure) = 40 applications AASN (LPN-RN) = 16 applicants RN-BSN program (post licensure) = 10 applicants 		<p>retention data from goaled areas are trended and reviewed during faculty meetings.</p> <p>3. Continue to use remediation strategies for at risk students</p> <p>4. Investigate pre-admission testing and national mean averages from the National League of Nursing (NLN), which is the accreditation body of the SON.</p> <ul style="list-style-type: none"> New Admission criteria (ACT composite of 19 and a preadmission exam score of the national mean) was approved (1/1/2019) and became effective with the students making application to the SON for the May 2019 session. <p>5. Begin specific recruitment of students into all three nursing program by target visits to high</p>	<p>cohort. Both graduated in 2020.</p> <p>KPI#6: 60% of BSN students admitted will graduate from the BSN program within three years from admission into the nursing sequence.</p> <ul style="list-style-type: none"> <u>Class of 2018</u>: 17 graduated from the original 30 admitted in 2016. One of the 13 students that did not progress was readmitted. The student graduated in 2019. Therefore the three year average = 18/30 (60%). <u>Class of 2019</u>: 18 graduated from the original 33 admitted in 2017. Three of the 14 students that did not progress were readmitted. Of those three, one graduated. Therefore the three year average = 19/33 (58%). <u>Class of 2020</u>: 23 graduated from the original 37 admitted in 2018. Three of the 16 students that did not progress were readmitted. Three year average is pending those

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			schools and other technical nursing programs.	<p>students graduating in 2021.</p> <ul style="list-style-type: none"> • RN-BSN (Post licensure) program length varies (12-24 months). <ul style="list-style-type: none"> ○ Class of 2019 = 1 graduate (12 month track) ○ Class of 2020 = 1 graduate (24 month track) <p>KPI#7: A SON representative will attend at least three high school recruitment events and make a visit at surrounding technical nursing programs for recruitment into the SON programs.</p> <p><u>2018-2020</u>: Star City, Warren, and Rison High Schools were visited by nursing faculty/dean for nursing recruitment. JRMC SON, SouthArk College, and both UAM Colleges of Technology were visited by nursing faculty/dean for recruitment into our Advanced Placement programs. Faculty also attended JRMC nurse recruitment day.</p>

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				<p>KPI#8: Target recruitment goals will be met for student cohort applications</p> <p><u>2019-2020</u>: see second column "School of Nursing Strategic Plan Task")</p>
STUDENT SUCCESS – fulfilling academic and co-curricular needs	Immediately begin development of a classroom equipment and technology rotation plan for improved technologies to support instruction and learning with implementation to begin within one year as funds are available.	Start Spring 2018 - Ongoing	<ol style="list-style-type: none"> 1. Instructional Support: Ensure all faculty use technology during the learning process. 2. Student/Learning Support: Improve student academic achievement through the use of technology. 3. Teaching Resource Committee will update classroom equipment and technology/software teaching resources and share with all faculty and students each year and as revised. 4. Review the budget for opportunities to purchase technology as needed and as funds are available. 5. Ensure all faculty are knowledgeable on how to teach with available technology by offering workshops and in-services. 	<p>KPI#9: SON budget supports the need for technology expenses.</p> <p><u>2019-2020</u> academic year, a total of \$4852.53 (\$5000 starting budget) was used to purchase technology in the SON.</p> <ul style="list-style-type: none"> • University workshops offered during professional develop week in August and as needed. • Library director meet with students to review library resources. Students are provided orientation to all equipment at the beginning of semesters. • IT support question added to end of course student surveys. • SON purchased NCLEX-RN Passpoint, Saunders Review books, Nursing Skills Videos, Vsim electronic student access codes, NCSBN 8 week review course and a Test

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			<p>Include evaluation question on Faculty survey.</p> <p>6. Provide opportunities for students to use high quality resources for learning that involve research and problem solving, analyzing, and evaluation of information.</p> <p>7. Include student end of course evaluation question regarding student IT support</p>	<p>Taking Strategies book for all students.</p> <ul style="list-style-type: none"> • Sorrells Hall upstairs rooms assigned to the SON for simulation use. <p>KPI #10: 85% of faculty feel supported by the institutional IT department.</p> <p><u>2018-2019</u> Faculty survey showed 100% of faculty feel supported by the IT department.</p> <p><u>2019-2020</u> Faculty survey showed 100% of faculty feel supported by the IT department.</p> <p>KPI#11: 100% of AASN and BSN students will receive orientation, development, and support in the use of instructional technology.</p> <p><u>2018-2020</u>: All AASN and BSN students receive classroom orientation to technology used in the classroom/lab by the faculty member before use. Proof of orientation is found in course calendars. Student feedback regarding IT support is included on end of course evaluations. This</p>

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				data is recorded on the SON PEP.
ENROLLMENT and RETENTION GAINS	Coordinate and promote efforts that will highlight alumni, recognize outstanding faculty and staff, and spotlight student success.	Start Spring 2018 - Ongoing	<ol style="list-style-type: none"> 1. Empower, support, and assist SON faculty/staff/students to achieve personal and professional goals and acknowledge appreciation of outstanding work. 2. Create a Points of Pride Faculty Board highlighting outstanding faculty. 3. Create a student success bulletin board highlighting outstanding student achievements. 4. Acknowledge faculty, staff, and student on Nationally Recognized dates (Administrative Day, Nurses Day, Teachers Day, birthdays, etc.). 5. Create a Happy Birthday announcement for faculty/staff to be posted monthly on the SON information board in Sorrells Hall. 6. Add questions to end of program surveys that address SON 	<p>KPI#12: Faculty feedback from faculty survey's done at the end of each semester shows 85% feel empowered, supported, and appreciated by the university administration.</p> <p><u>2017-2018</u>: Dean selected "Faculty of the Month" and posted outstanding bullet points on the Points of Pride.</p> <p><u>2018-2019</u>: Dean highlighted faculty and student achievements. Faculty created the board and highlighted student success during the spring semester. Students were also acknowledge on SON social media accounts. SON secretary, nursing faculty, and students were recognized on social media on National Recognized Position dates. All faculty birthdays were celebrated each month during faculty meetings.</p> <p><u>2019-2020</u>: KPI met (91%) of faculty reported feeling supported by the dean/staff/peers from the Faculty Survey. Birthday,</p>

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			goals starting with the 2018-2019 cohorts.	<p>scholarly accomplishments, and faculty candid photos were shared on the SON social media platforms. In addition, alumni were spotlighted.</p> <p>KPI#13: Student feedback from survey's done at the end of program shows 80% feel acknowledged for outstanding work.</p> <p><u>2018-2019</u>: Student feedback reported in Faculty Association meeting. Student representatives present at Curriculum meetings and given opportunity to voice cohort concerns. No written formal complaints from students for the academic year.</p> <p><u>2019-2020</u>: Same as 2018-2019 evaluation report. Student feedback is positive, thereby meeting the KPI.</p>
ENROLLMENT and RETENTION GAINS	Develop systematic structures for high-risk students.	Start Spring 2018 - Ongoing	<p>Increase retention efforts in response to low completion rates.</p> <ol style="list-style-type: none"> 1. Initiate a student success plan that includes a remediation plan for high-risk students. 2. Course faculty will continue to refer at risk students (defined 	<p>KPI#14: A remediation plan will be developed and implemented in the SON.</p> <p><u>2018-2019</u>: Fall 2018, a mandatory test-taking workshop for all students enrolled in major courses is offered each fall taught by SON faculty. The remediation plan will be</p>

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			in the Student Handbook to the Remediation Committee and campus resources (Academic Alert and UBIT) as indicated.	<p>reviewed during curriculum meetings and updated as needed.</p> <p>1. A remediation committee made up of SON faculty will continue to work one-on-one with at risk students.</p> <p><u>2019-2020:</u> Fall 2019 – A remediation coordinator was named and the remediation policy was updated.</p>
STUDENT SUCCESS—fulfilling academic and co-curricular needs	Enhance and increase scholarly activity for undergraduate faculty/student research opportunities as well as creative endeavors.	Start Spring 2020 - ongoing	<ol style="list-style-type: none"> 1. Develop short term (fiscal year) budgeting plan based on itemized budget spreadsheet from the upcoming academic year for increased funding in faculty/student research opportunities including conference presentations with implementation to begin when funds are allocated. 2. Explore new ways to teach and engage students outside of normal research/evidence based practice. 	<p>KPI#15: Dean will serve as example and support faculty for research and scholarly activities.</p> <p><u>2019-2020:</u> The following scholarly activity was done in the SON:</p> <ul style="list-style-type: none"> • Dean was published in nursing magazine in Fall 2019. • Dean worked with junior faculty on manuscript which was accepted for publication in Spring 2020. • Two faculty members were published during the academic year. <p>KPI#16: Faculty teaching Leadership and Management course will implement scholarly activity for graduating BSN seniors.</p>

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				<u>2019-2020</u> : The dean worked with Leadership and Management course BSN seniors for a publication assignment. Six groups of students submitted a scholarly prepared article for publication (pending response as of 7/6/2020)
INFRASTRUCTURE REVITALIZATION and COLLABORATIONS	Increase external funding opportunities that will create a philanthropic culture among incoming students, graduates, and community.	Start Spring 2020 - Ongoing	<ol style="list-style-type: none"> 1. Increase efforts to earn research and grant funds by attending and writing grants. 2. Attend workshops on grant writing opportunities & processes as part of professional development on an annual basis. 	<p>KPI #17: The SON will apply for grants each year based on availability.</p> <p><u>2019-2020</u>: Spring 2020, The SON was awarded a \$150,000 Blue and you Foundation grant. Several faculty read articles on grant writing but none attended professional workshops/webinars on grant writing.</p>
	Maintain and increase collaboration with inter and intra-disciplinary healthcare facilities.	Start Spring 2021 - Ongoing	Develop new articulation agreements to capitalize on academic and economic resources.	
			Partner with communities to address the socio economic, educational, and health and wellness (safety needs) of all citizens.	
	Create a growing Alumni base involvement	Start Spring 2021 - Ongoing	Encourage Alumni opportunities in preceptorship, guest speakers, Advisory board, etc. where appropriate.	
All Units and programs will develop goals and strategies to align with the UAM	Develop a Strategic Plan	Start Fall 2018 - Ongoing	Develop goals that align with UAM and the NLN	<u>2018-2019</u> : Strategic Plan developed with Faculty in

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Strategic Plan and publish on their unit web pages within one year			<p>Commission for Nursing Education Accreditation (CNEA) body.</p> <ol style="list-style-type: none"> 1. Discuss this Strategic Plan in each Faculty Association Meeting. 2. Evaluate Strategic Plan at the end of each semester or as needed. 3. Post to School of Nursing webpage. 	<p>Spring 2018. Faculty Association Agenda template was updated by Dean to include discussion at each monthly meeting. The strategic plan is evaluated monthly instead of at the end of each semester. The strategic plan will be updated to the SON webpage at the end of each academic year.</p> <p><u>2018-Ongoing:</u> Strategic Plan reviewed an updated at each Faculty Association meeting during the academic year.</p>