University of Arkansas at Monticello
School of Nursing
Strategic Plan Timeline and Plan

Task	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
STUDENT SUCCESS—fulfilling academic and co-curricular needs					
Develop, deliver, and maintain quality academic programs. • Revitalize AASN and BSN nursing curriculum.	Spring 2018	———————————————→			
Retain and recruit high achieving faculty and staff. • Provide opportunities for faculty and staff professional development.	Spring 2018	———————————————→			
Enhance and increase scholarly activity for undergraduate faculty/student research opportunities as well as creative endeavors. • Develop short term (fiscal year) budgeting plan based on itemized budget spreadsheet from 2017-2018 for increased funding in faculty/student research opportunities including conference presentations with implementation to begin when funds are allocated.			Spring 2020	————→	
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.	Spring 2018	———————→			
ENROLLMENT and RETENTION GAINS					
Coordinate and promote efforts that will highlight alumni, recognize outstanding faculty and staff, and spotlight student success.	Spring 2018	———————————————→			
Examine program admission requirements to ensure program acceptance of highly qualified students. • 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 including college ready cohort (Fall 2018-2021) in the areas of transfers, minority students, average ACT scores, retention rates of junior to senior, and NCLEX-RN pass rates. • Investigate pre-admission testing and national mean averages		Fall 2018	——————————→		
Develop systematic structures for high-risk students. • Increase retention efforts in response to low completion rates.	Spring 2018	———————————————→			
INFRASTRUCTURE REVITALIZATION and COLLABORATIONS					
Increase external funding opportunities that will create a philanthropic culture among incoming students, graduates, and community. • Increase efforts to earn research and grant funds by attending and writing grants. • Attend workshops on grant writing opportunities & processes as part of professional development on an annual basis.			Spring 2020	————→	
Maintain and increase collaboration with inter and intra-disciplinary healthcare facilities. • Participate in 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.				Spring 2021	→
Create a growing Alumni base involvement • Encourage Alumni opportunities in preceptorship, guest speakers, Advisory board, etc. where appropriate.				Spring 2021	→
UAM: All Units and programs will develop goals and strategies to align with the UAM Strategic Plan and publish on their unit web pages within one year (Fall 2018) and revise the plan as needed.		Fall 2018	——————————→		

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STUDENT SUCCESS – fulfilling academic and co-curricular needs	Develop, deliver, and maintain quality academic programs.	Start Spring 2018 – Ongoing 2020-2021 A curriculum expert was hired in June 2021 to review revisions to the nursing curriculum. The anticipated completed curriculum revision date is Octobe4r 2022.	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 and curriculum expert consult. 3. Review NCLEX-RN pass rates to determine student success after graduation. 4. Review NCLEX-RN pass rates of each cohort twice yearly.	KPI#1: Steps to revitalize curriculum are within the timeline established by the SON 2018-2020: Curriculum revisions began Fall 2018. Half work release granted to a faculty member who managed the revisions (ended Spring 2019). Faculty continued revisions in Fall 2019 but halted in Spring 2020 due to COVID-19. 2020-2021: Faculty picked the revision back up in Fall 2020 until consultation was needed. Curriculum expert hired June 2021. 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. 2019-2021 Three year average: AASN = 21/23 (91%) BSN = 53/62 (85%) 2021 cohort: AASN = 9/9 (100%) BSN = 16/19 (84%)
STUDENT SUCCESS – fulfilling academic and co-curricular needs	Retain and recruit high achieving faculty and staff. Submit budget request for faculty as needed.	Start Spring 2018 - Ongoing	1. Examine SON budget for professional development opportunities and expanding faculty positions.	KPI#3: 100% of full-time nursing faculty will attend professional development as long as the budget allows.

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			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.	2020-2021: All faculty/dean participated in professional development opportunities. A total of $475.00 was spent this academic year. COVID-19 prevented travels and most development was offered online or free to nurses. KPI#4: 100% of nursing faculty/clinical instructor positions will be filled with qualified faculty.
			3. The Dean will hire qualified nurse educators for vacant faculty and clinical instructor positions.	2020-2021: There were no new hires.
ENROLLMENT and RETENTION GAINS	Examine program admission requirements to ensure program acceptance of highly qualified students and graduates. 2020-2021: Target recruiting goal for those applying in Spring 2021 – • Generic BSN (pre licensure) = 40 applications • AASN (LPN-RN) = 16 applicants • RN-BSN program (post licensure) = 10 applicants	Start Fall 2018 - Ongoing	1. Target recruitment for program specifics – 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 retention data from goaled areas are trended and reviewed during faculty meetings.	KPI#5: 80% of newly admitted AASN students will graduate from the program within one year from admission into the nursing sequence. • AASN Class of 2021: 5/6 (83%) graduated. There were 0 readmits. KPI#6: 60% of BSN students admitted will graduate from the BSN program within three years from admission into the nursing sequence. • Class of 2018: three year average = 18/30 (60%). • Class of 2019: three year average = 19/33 (58%).

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	The goal was only met for the 2020-2021 application cycle from the Generic BSN cohort. The AASN cohort only had 13 applicants. The RN – BSN program had no applicants.
	
	2021-2022: Target recruiting goal for those applying in Spring 2022 -
	• Generic BSN (pre licensure) = 45 applications
	• AASN (LPN-RN) = 16 applicants
	• RN-BSN program (post licensure) = 10 applicants
			3. Continue to use remediation strategies for at risk students
			
			4. Investigate pre-admission testing and national mean averages from the National League of Nursing (NLN), which is the accreditation body of the SON.
			• 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.
			
			5. Begin specific recruitment of students into all three nursing program by target visits to high schools and other technical nursing programs.
				• Class of 2020: three year average = 25/37 (68%)
				
				• Class of 2021: 17/30 original cohort (57%) graduated. Two of the original cohorts are readmitted and graduate in Class of 2022. Two/three (67%) graduated in this Class of 2021 that were original Class of 2020 cohorts
				
				• RN-BSN (Post licensure) program length varies (12-24 months).
				  ◦ Class of 2019 = 1 graduate (12 month track)
				  ◦ Class of 2020 = 1 graduate (24 month track)
				  ◦ Class of 2021 = 1 graduate (12 month track)
				
				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.
				
				2020-2021: Recruitment was virtual as schools were not allowing internal visits due to COVID-19.
				
				KPI#8: Target recruitment goals will be met for student cohort applications
				
				2020-2021: see second column

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				"School of Nursing Strategic Plan Task"
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	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. Include evaluation question on Faculty survey. 6. Provide opportunities for students to use high quality resources for learning that involve research and problem solving, analyzing,	KPI#9: SON budget supports the need for technology expenses. 2020-2021 academic year, a total of $26,617.15 was used to purchase technology in the SON. • 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, Virtual simulation access codes, NCSBN 8 week review course and a Test Taking Strategies book for all students. • Faculty received ipads to allow electronic grading. • TV monitors for SON announcements and mounted in Classroom 100. KPI #10: 85% of faculty feel supported by the institutional IT department.

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			and evaluation of information. 7. Include student end of course evaluation question regarding student IT support	<u>2020-2021</u>: Faculty survey showed 100% of faculty feel supported by the IT department. KPI#11: 100% of AASN and BSN students will receive orientation, development, and support in the use of instructional technology. <u>2020-2021</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 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	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	KPI#12: Faculty feedback from faculty surveys done at the end of each semester shows 100% feel empowered, supported, and appreciated by the university administration. <u>2020-2021</u>: Dean posts all faculty and student achievements through email announcements to advisory board, UAM News Media Staff, and social media (SON Facebook and Instagram). The SON secretary posts achievements on all Sorrells Hall TV monitors. All faculty birthdays were celebrated each month during faculty

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			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 TV monitors in Sorrells Hall.	meetings. All faculty and staff were recognized on national dates. 2020-2021: KPI #12 met (100%) of faculty reported feeling supported by the dean/staff/peers from the Faculty Survey. Birthday, scholarly accomplishments, and faculty candid photos were shared on the SON social media platforms and TV monitors. KPI#13: Student feedback from AASN and BSN combined surveys done at the end of program shows 80% felt acknowledged for outstanding work. 2020-2021: KPI #13 met with 82% reported feeling acknowledged for outstanding work. Student representatives present at Curriculum meetings and given opportunity to voice cohort concerns. No written formal complaints from students for the academic year.
ENROLLMENT and RETENTION GAINS	Develop systematic structures for high-risk students.	Start Spring 2018 - Ongoing	Increase retention efforts in response to low completion rates. 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 in the Student	KPI#14: A remediation plan will be developed and implemented in the SON. 2020-2021L KPI met. Remediation is not an option for identified high risk students. Faculty meet with high risk students (defined in the SON Student Handbook) and make remediation assignments and campus

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			Handbook) to the Remediation Committee and campus resources (Academic Alert and UBIT) as indicated.	referrals as needed. The SON continues to have a Remediation Chair that oversees completion of student remediation assignments.
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	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.	KPI#15: Dean will serve as example and support faculty for research and scholarly activities. 2020-2021: The following scholarly activity was done in the SON: • Dean wrote articles and was published in nursing magazines six times. • One faculty member was promoted to Professor (Fall 2020). • Two faculty members were published during the academic year. • Two faculty members making progress toward tenure and promotion. KPI#16: Faculty teaching Leadership and Management course will implement scholarly activity for graduating BSN seniors. 2020-2021: The dean worked with Leadership and Management course BSN seniors for a publication assignment. Four groups of students submitted a scholarly prepared article for publication. Two are accepted and pending publication dates.

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INFRASTRUCTURE REVITALIZATION and COLLABORATIONS	Increase external funding opportunities that will create a philanthropic culture among incoming students, graduates, and community.	Start Spring 2020 - Ongoing	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.	KPI #17: The SON will apply for grants each year based on availability. 2020-2021: Spring 2021, The SON is submitting a grant proposal with the Blue and you Foundation grant (deadline is July 2021). All faculty attended virtual grant writing workshops during the academic year.
	Maintain and increase collaboration with inter and intra-disciplinary healthcare facilities.	Start Spring 2021 - Ongoing	1. Develop new articulation agreements to capitalize on academic and economic resources.	KPI #18: The SON was investigate articulation agreements and new degrees as applicable. 2020-2021: Two new clinical sites MOU's were initiated and students began rotating to each facility. A discussion with SAU-Tech began to explore an articulation with their AASN program into the SON RN-BSN program. In addition, the SON developed and proposed a new MSN degree and post-masters certificate with a focus on public health. The degree was presented before the U of A Board of Trustees in May 2021 (approved) and before the AR Dept of Higher education in July 2021 (pending approval).
			2. Partner with communities to address the socio economic, educational, and health and wellness (safety needs) of all citizens.	KPI #19: The SON will seek out opportunities for collaboration to improve the needs of global health populations. 2020-2021: Faculty and students

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				collaborated with several pharmacies and the UAM Campus Mainline Clinic to help administer COVID-19 vaccinations.
	Create a growing Alumni base involvement	Start Spring 2021 - Ongoing	Encourage Alumni opportunities in preceptorship, guest speakers, Advisory board, etc. where appropriate.	KPI # 20: The SON will seek out opportunities with Alumni to recognize, engage, and increase involvement in the nursing program and UAM campus. 2020-2021: Faculty began devising ideas for a UAM Nurse Alumni Award and Recognition Ceremony for Fall 2021.
All Units and programs will develop goals and strategies to align with the UAM Strategic Plan and publish on their unit web pages within one year	Develop a Strategic Plan	Start Fall 2018 - Ongoing	Develop goals that align with UAM and the NLN Commission for Nursing Education Accreditation (CNEA) body. 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.	2020-2021: The strategic plan is evaluated monthly at each Faculty Association meeting during the academic year.