



UNM

COLLEGE *of* NURSING

All College Strategic Planning

Monday, June 20, 2016



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Welcome

Nancy Ridenour

Dean and Professor

Expectations for the Day

- Agenda
- Setting Ground Rules
- Parking Lot
- Icebreaker



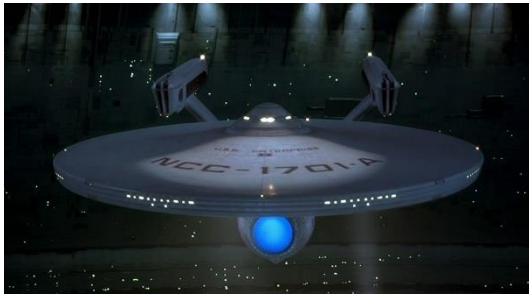
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Values: What does the College stand for?

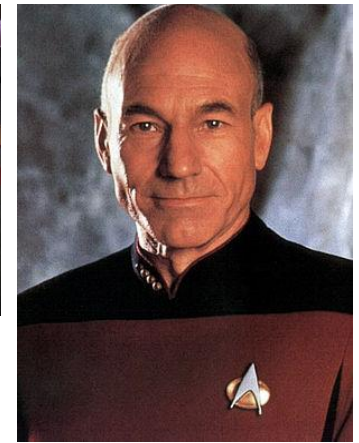
Carolyn Montoya

Associate Dean for Academic Affairs



Captain James T. Kirk

- Never stop learning
- Have advisors with different worldviews
- Be part of the away team
- Play poker, not chess
- Blow up the *Enterprise*



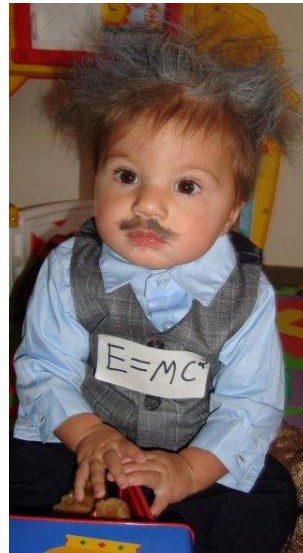
Captain Jean-Luc Picard

- Speak to people in the language they understand
- When you're overwhelmed, ask for help
- Always value ethical actions over expedient ones
- Challenge your team to help them grow
- Don't play it safe – seize opportunities in front of you

Values



Teamwork is ESSENTIAL!



You have to be bright, but you don't have to be Einstein.



Sometimes you need to wear high heels.



Warrior – Sometimes you need to do battle.



You need to be your authentic self.

Civility
Fairness
Innovative
Expertise
New Mexico
Quality
Professionalism
Dynamic Research
Respect
Empathy
Accountability
Rural/ Underserved Focus
Leadership
Justice
Compassion
Accessibility
Improving Health
Continuity
Academic Freedom
Creative
Respectful Environment
Health Equity
Supportive Environment
Integrity
Pride
Health
Perseverance
Stewardship
Effective Communication
Diversity and Inclusion
Diversity
Inclusion
Acceptance
Competency

Academic Excellence

“Growth begins
at the edge of your
comfort zone.”

- Anonymous



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Strategic Goals and SWOT Analysis Surveys Results

Jeffery Dubinski-Neessen

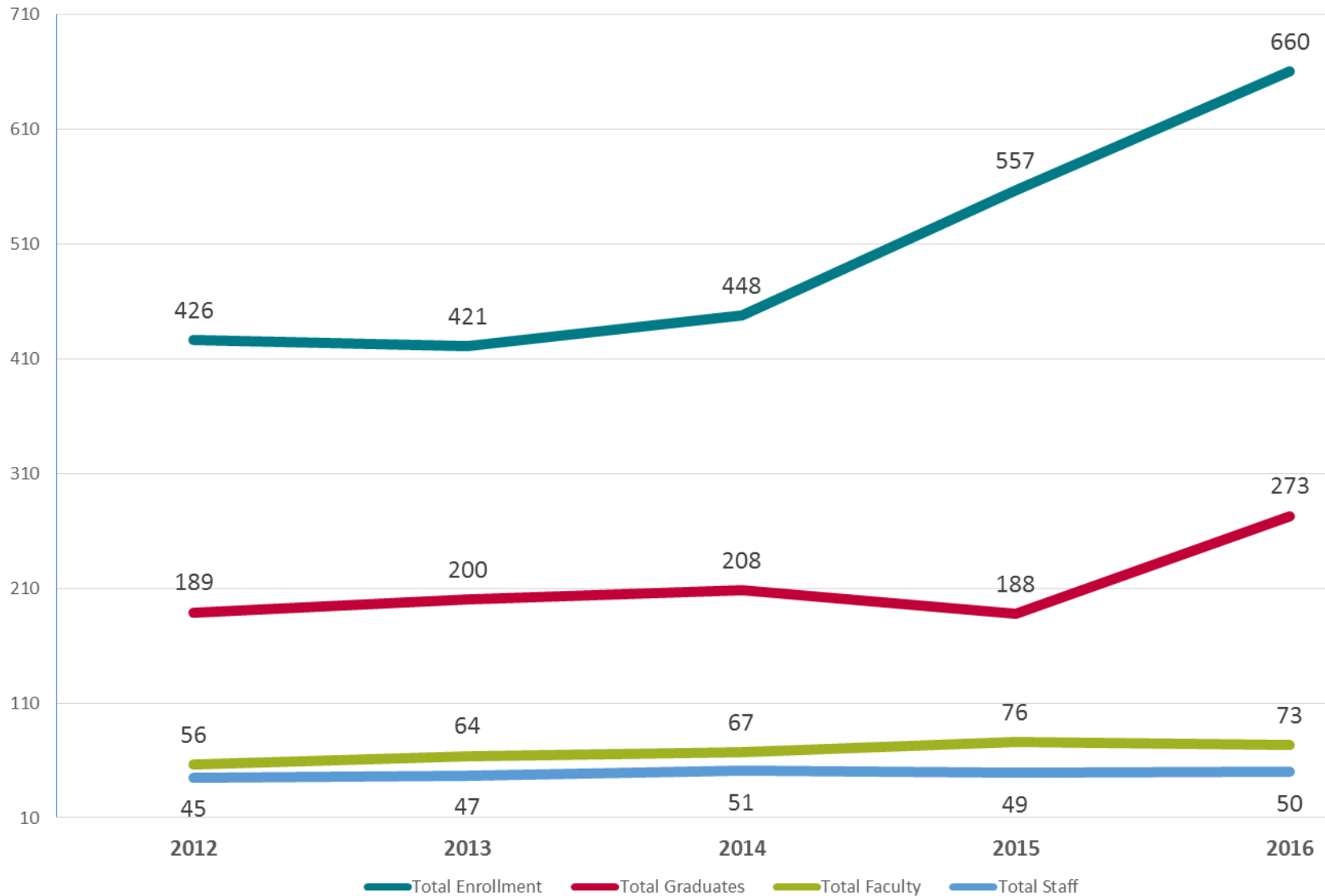
Strategic Support Manager

Strategic Planning Session

Strategic Planning isn't just a meeting we have every few years, it is an ongoing discussion and assessment.

- What do we hope to gain out of this process?
- How successful have we been reaching our strategic goals set in 2013?
- What can we learn from the survey data?
- How do we move forward?

Total Enrollments and Graduates
Calendar Year 2012 - 2016
(Graduates for Summer & Fall 2016 are Projections)



What do we hope to gain from this process?

- Review of current strategic goals and progress.
- Clear understanding of the College's strengths and areas of opportunity.
- Developed and refined strategic goals that are concrete and support the College's mission and the University's and Health Sciences Campus' strategic plans.

college
statewide
outstanding
exceptional
efficiently
state

Provide
advocacy
healthcare
populations
strategies
nursing

CON
support
national
expertise
Implement
research
Lead

diverse
economic
education
innovative
scholarly
faculty

communities
interprofessional

NewMexico

NewMexicans students
environment flagship
policy University Improve
promote practice Produce
Develop
health



Respondents to Both Surveys

	Total Surveyed	Total Respondents	Total Complete Responses
Alumna/ Alumnus	3,482	75	51
CON Leadership Team Member	10	4	4
Employer	8	3	2
Faculty	65	27	26
Preceptor	159	30	27
Staff	53	38	34
Student	403	44	39
Totals	4,183	221	183

Survey 1 – Mission Driven Success

- This survey included multiple choice questions and comments for the following topics:
 - College Mission and Values
 - Current Strategic Goals Success
 - Organizational Leadership

With the College's mission in mind, please rated your level of agreement with the following:

Mission and Values - All Responses (N=183)	% Agree	Neutral/ Unsure	Disagree
The College's mission is realistic in light of its resources and constituents.	77.05	16.94	6.01
The mission, goals, and expected student outcomes are reviewed and revised periodically.	57.92	36.07	6.01
The College's mission and outcomes are consistent with professional nursing standards.	68.31	30.05	1.64
The College's policies, mission, and expected outcomes are congruent with those of UNM.	74.86	22.95	9.86
Faculty are encouraged to engage in teaching, scholarship, service, and practice.	63.39	26.78	9.84
Faculty outcomes are clearly identified by the College and are in line with University expectations.	43.48	48.37	8.15
Faculty, staff, and students participate in College governance.	53.55	37.16	9.29
The College's curriculum is well developed, evaluated, and revised in line with the institution's mission.	66.12	22.40	11.48
The mission of the College demonstrates a commitment to diversity.	72.93	18.23	8.84
The curricula of the College reflect a commitment to diversity.	62.84	27.32	9.84
The College demonstrates that diversity and inclusion are valued.	64.84	27.47	7.69
A systematic process is used to define and determine program effectiveness.	50.28	37.02	12.71
The College engages with external entities and responds to their needs.	59.12	34.81	6.08
Data analysis is used to foster ongoing program evaluations and improvement.	46.99	46.45	6.56

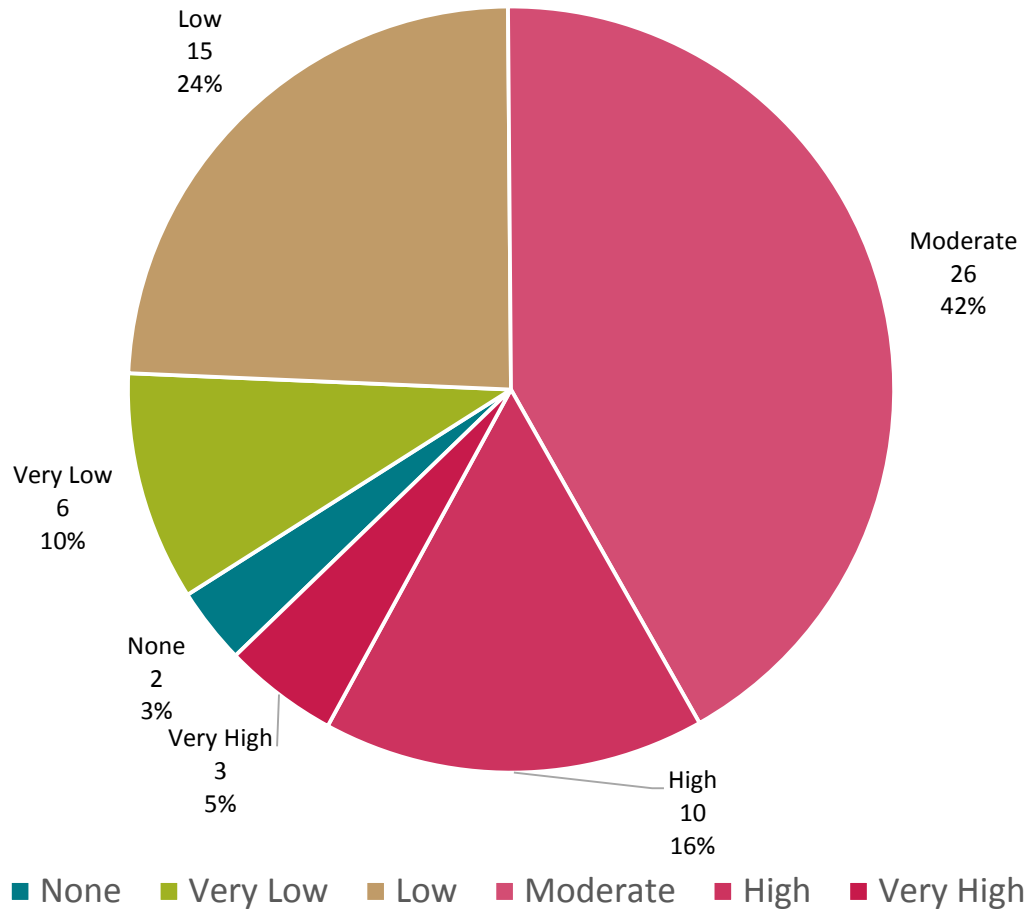
Please rate how successful the College has been in obtaining its 2013 Strategic Goals:

2013 Strategic Goals – All Respondents (N= 168)	Agree	Neutral/ Unsure	Disagree
Fully participate in UNM, HSC, and UNM Health System governance and policy development.	56.55	38.10	5.36
Produce graduates with the nursing expertise to improve health and promote health equity.	79.04	16.77	4.19
Provide outstanding educational programs to diverse student populations.	73.65	18.56	7.78
Lead in state and national baccalaureate and graduate education in nursing.	68.45	26.79	4.76
Expand and support a scholarship base consistent with being a flagship graduate nursing program in NM and with UNM's designation as a High Research Activity University.	60.71	29.17	10.12
Implement nursing & inter-professional faculty practice models that provide innovative, scholarly solutions to improve health.	59.28	30.54	10.18
Provide statewide leadership and advocacy in nursing and health policy.	67.86	26.79	5.36
Diversify the College to increase representation to better reflect the communities we serve across the state.	52.38	33.93	13.69
Develop entrepreneurial and innovative strategies to attract and efficiently manage resources.	42.26	47.62	10.12

With the College's Leadership in mind, please rate the following:

Leadership – All (N=165)	Agree	Neutral/ Unsure	Disagree
The College's administration uses institutional resources (physical and fiscal) responsibly to support the College's mission, goals, and expected outcomes.	64.24	30.30	5.45
College leaders are knowledgeable about and responsive to the academic and operational needs of the College.	62.42	26.06	11.52
Current good practices in nursing education informs the institution's evaluation and planning of goals and initiatives.	61.35	35.58	3.07
Institutional planning gathers input from all stakeholders (CON leadership, faculty, staff, students, alumni, etc.).	55.49	31.71	12.80

What degree of change do you believe is required for the College to fulfill its mission?
(Faculty & Staff, N = 61)



63% State the College needs a significant amount of change. (Significant change is defined as moderate to very high)

Topics Needing Attention

- Improve Transparency
- Academic Program
- Faculty
- Diversity
- Goal Setting/ Resource Management
- Increase Student Involvement

Sample Comments – Survey 1

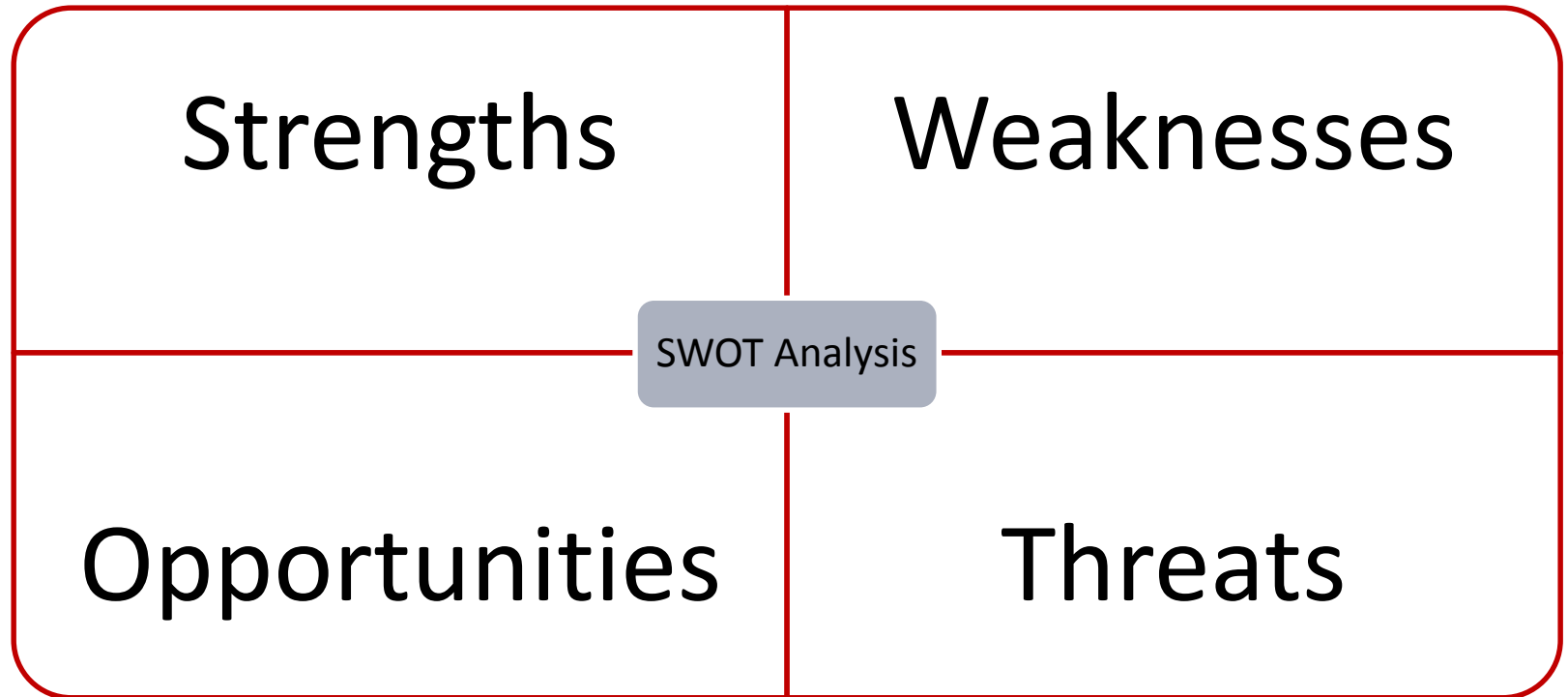
- “As a faculty member..., sometimes it is not feasible to know what other units are doing to impact the mission, vision, and goals of the CON.”
- “I think students need to be exposed to longer direct patient care situations, and less emphasis on care plans and process centered courses.”
- “The CON does not have sufficient faculty available to teach all of the program[s] they are now running. There is a pool of faculty who are not engaged (much) in teaching. With all the faculty we have lost, we are scrambling to get the basics covered.”

Sample Comments – Survey 1

- “I do not see much diversity within the College of Nursing.”
- “I think we need to give up some goals, particularly in a challenging fiscal climate. I wonder what our three most important goals are?”
- “More student involvement would be nice. More transparency and better communication with all students would be very welcome.”

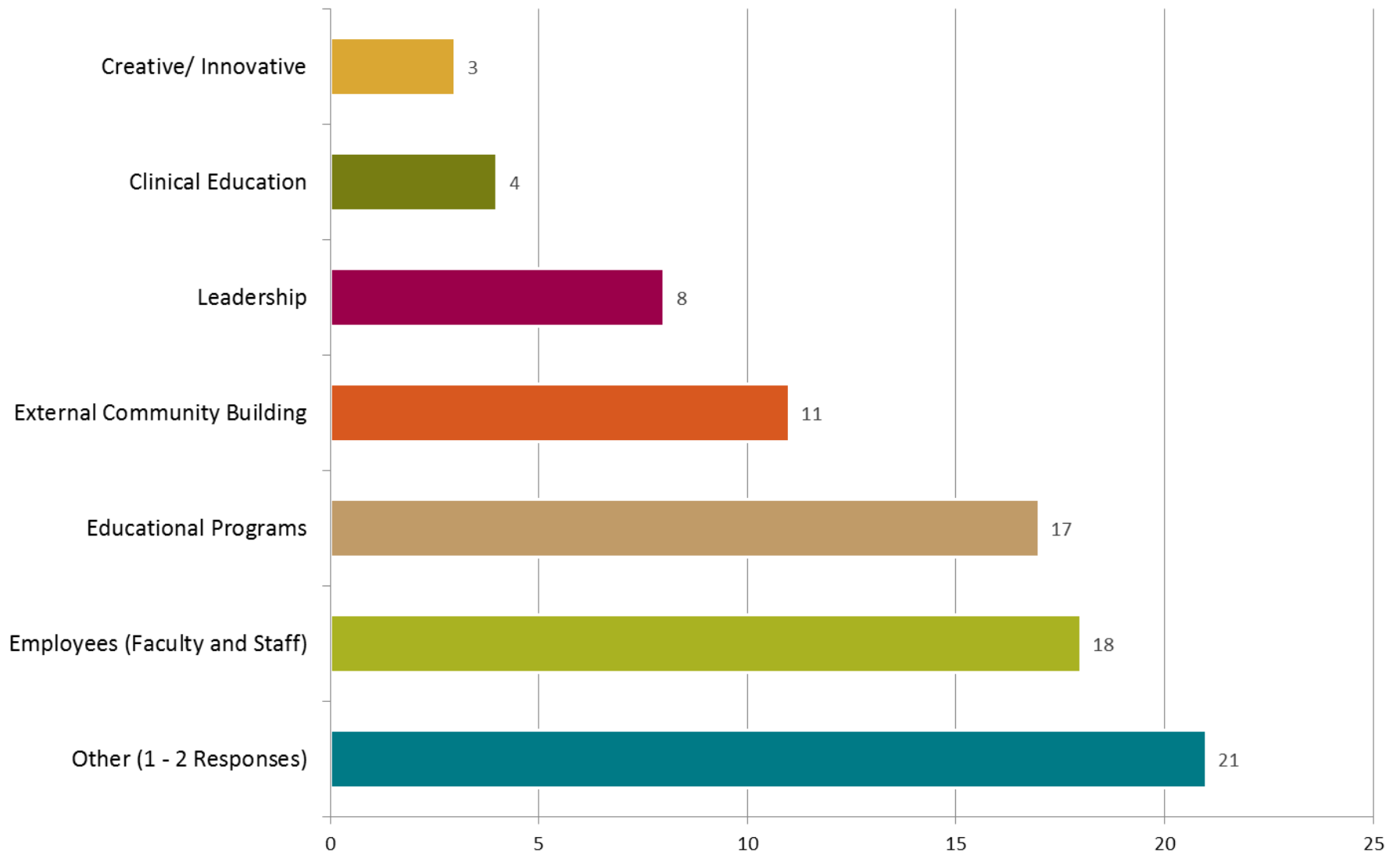
Survey 2 - SWOT Analysis

(Faculty, Staff, and Students)



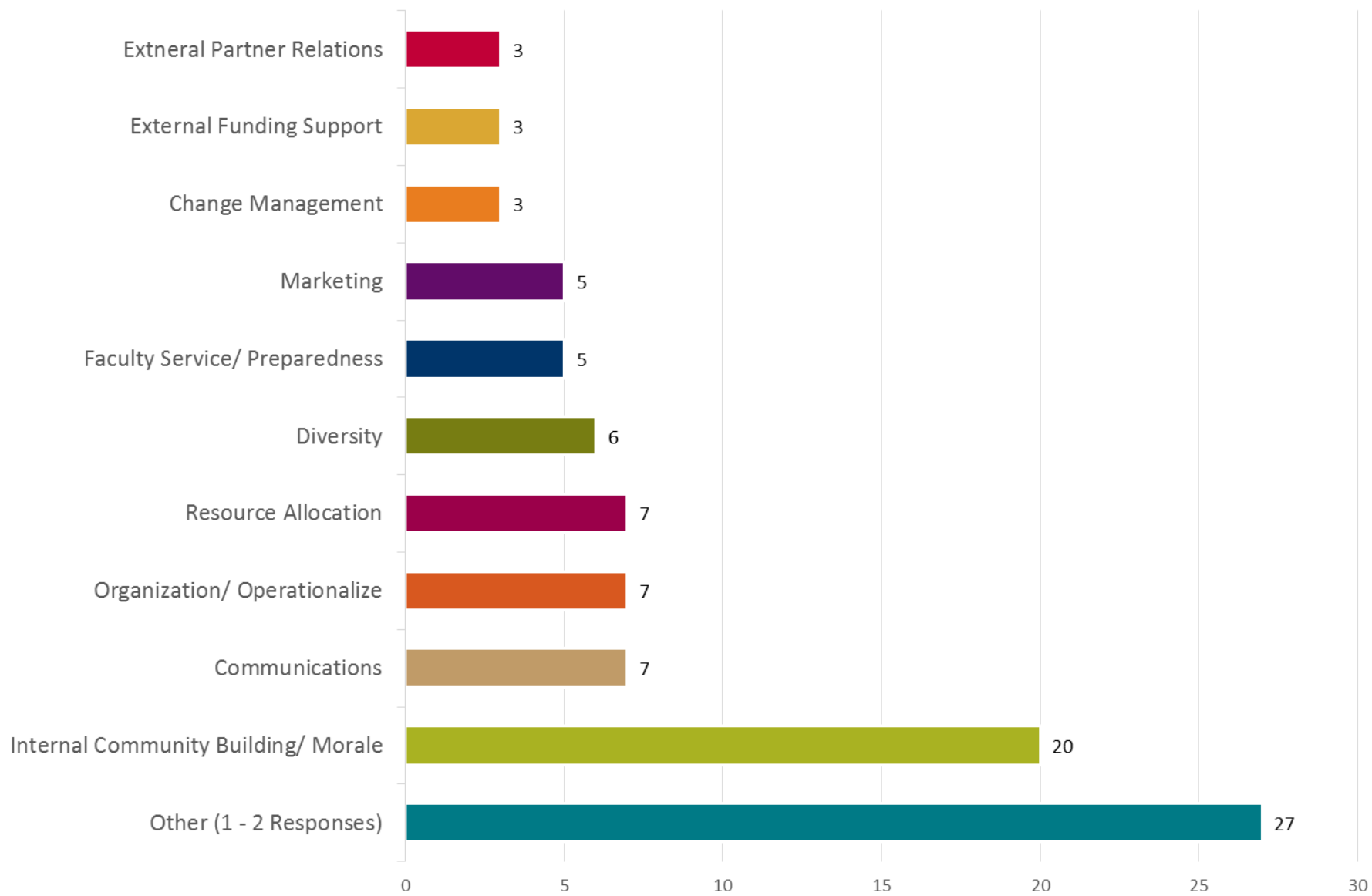
**Full SWOT Analysis comments can be reviewed upon request.
Please submit requests to the Office of Academic Affairs.*

Top Strengths from SWOT Survey (N = 82)

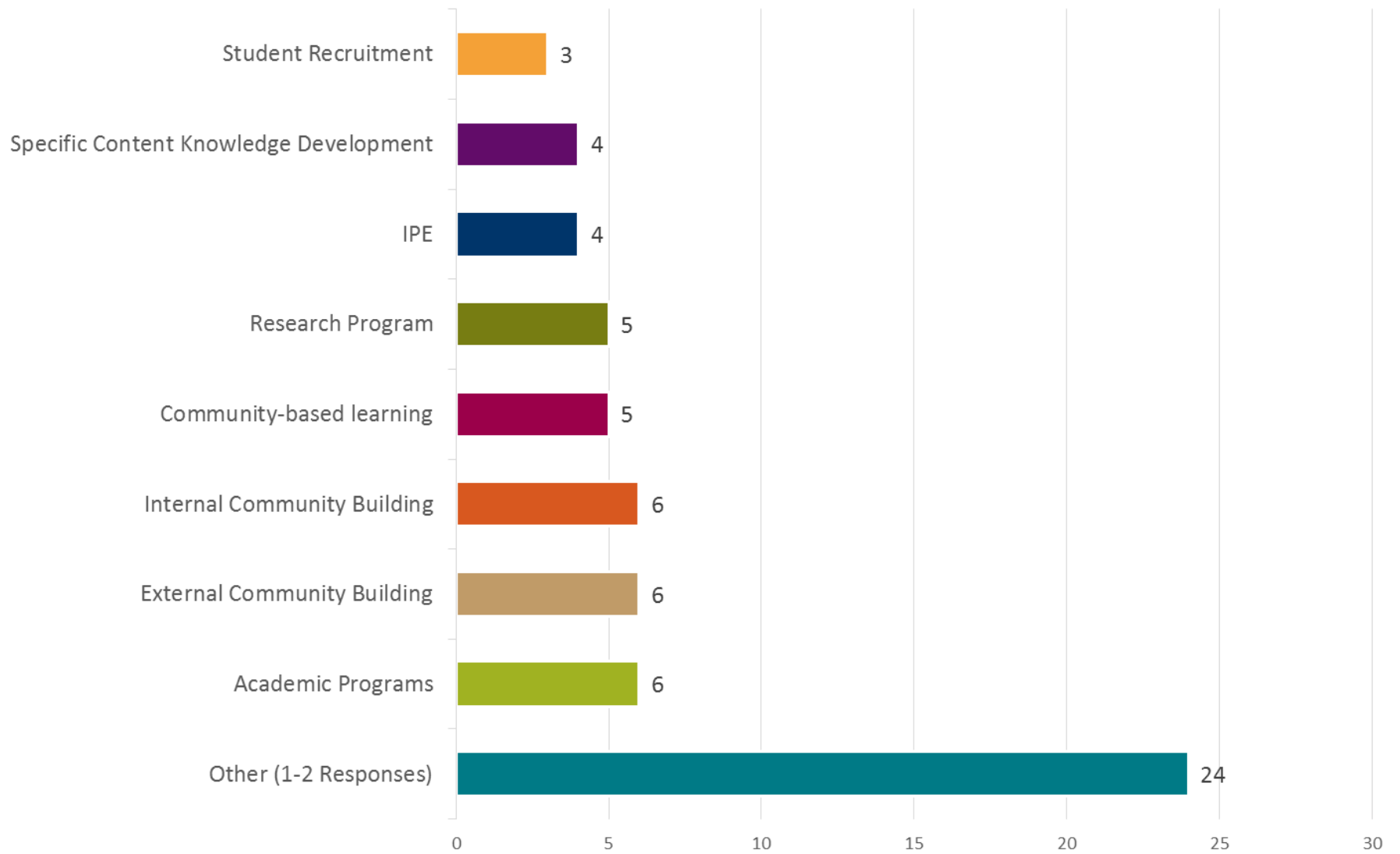


Top Weaknesses from SWOT Survey

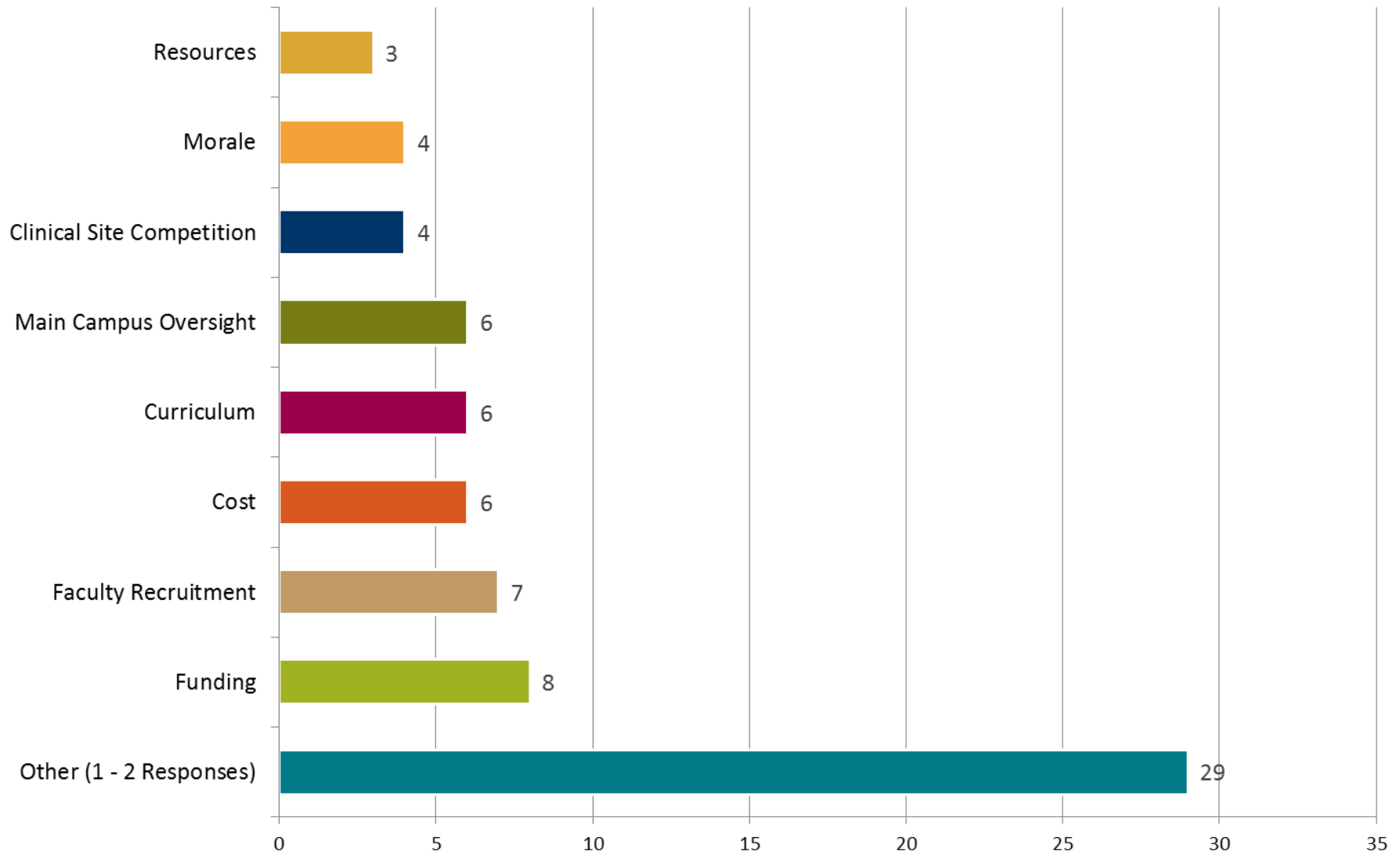
(N = 93)



Top Opportunities from SWOT Analysis (N = 63)



Top Threats from SWOT Survey (N = 73)



Sample Strengths

- “Committed faculty and staff. Leadership in statewide initiatives.”
- “We work hard to insure that our students have excellent clinical learning opportunities, including clinical rotations in rural areas of New Mexico.”
- “The CON does a great job educating students on the health care needs of New Mexico.”

Sample Weaknesses

- “[Weaknesses of the college include] diversity, consistency in following policies, faculty morale and engagement, faculty development and retention.”
- “Faculty pulled in multiple directions because of too diverse/heavy a workload without support to accomplish tasks.”
- “We live in silos. Lack of interaction across teams. Need to build on each other’s talents (need to know what they are first).”
- “New marketing strategies are needed.”

Sample Opportunities

- “Build stronger relationships around the state to serve communities with high health disparities.”
- “Develop more CBPR (Community-Based Participatory Research) programs here at the college to engage surrounding communities in faculty and student research.”
- “..., more is needed ‘out in the community’ for high school (and middle school) students to know that UNM’s College of Nursing is a really good place for them to be.”

Sample Threats

- “Dependent on state funding.”
- “We have difficulty recruiting national nursing leaders to our school as faculty due to lack of ranked national reputation in many areas and difficulties competing in terms of salaries.”
- “Main campus taking over a portion of CON money is a big concern.”
- “Conflicting agendas and the synergy between departments and staff [is] declining.”



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Goals, Strategies, & Tactics: Crafting the College's Future

Goals, Strategies, and Tactics

- *Goals* are permanent aspirations
- *Strategies* are our five-year objectives which have indicators of success
- *Tactics* with metrics are one-year targets



**Definitions from HSC Strategic Plan 2015-2020*

B-HAG

- Inspiring – Motivates everyone in the College.
- Possible– Not easy, but if we all give it our all it is achievable.
- Fits – Lines up with College’s strategy, purpose, and values.
- Consistent – Big enough to inspire and may take a decade of hard work to achieve.

<https://strategicthinker.wordpress.com/big-hairy-audacious-goal-bhag/>

Example

- Goal: Educate future nursing professionals through rigorous and compelling educational programs to best prepare them for serving the needs of the diverse populations of New Mexico.
- Strategy: Collaborate with community partners to identify their patient, workforce, and research needs.
- Tactics:
 - Increase NMNEC partnership institutions by onboarding UNM-Taos and UNM-Gallup by Spring 201X.
 - Move Masters of Nursing Education program application to Academic Partnerships and enroll first A/P cohort by Fall 201X.
 - Partner with community stakeholders to increase the number of clinical site placements for APRN students by X .
 - Increase admissions and graduation rates for DNP and PhD programs by X .

Identify and allocate College resources to support strategic goals.

- How important is the goal?
- What does “success” look like?
- What resources do we need to accomplish the goal?

“Setting goals
is the first step in turning
the invisible into
the visible.”

- Tony Robbins

Identifying Our Top Goals

- Each participant has 5 votes.
- Use dots to vote.
- Can place more than 1 dot on a goal.

“If it doesn’t challenge you, it won’t change you.”

- Fred Devito



Timeline for Finalizing Plan

Manager of this process – Jeffery Dubinski-Neessen

<i>June/ July:</i>	Develop Task Force with members from each faculty and staff team, include students in process. Work to develop/ refine goals, strategies, and tactics.
<i>August:</i>	Taskforce finalizes goals.
<i>Early September:</i>	Present to Leadership Team and Coordinating Committee.
<i>Late September:</i>	Review and Endorsement by Faculty and Staff.
<i>October:</i>	Final Endorsement by Coordinating Committee and Leadership Team.
<i>Early-November:</i>	Dean Ridenour presents final plan to HSC Leadership.

Next Steps

- Develop Implementation Plan, including communications
- Review Progress at Spring 2017 Meeting

Communicating Our Progress

What resources would you find helpful so that you could engage more fully with the strategic planning process, implementation, and the overall evaluation process?	Total	Percent
Email communications	30	27.27
Updates at All CON Meetings	28	25.46
Strategic Planning website/ webpage on CON website	23	20.91
Focus groups	18	16.36
Written reports	11	10.00
Other?		