

2017

Academic Year

Quality
Compassion
Respect
Health Equity
Leadership
Creative
Integrity
Pride
New Mexico
Academic Excellence
Dynamic Research
Social Justice
Expertise
Improving Health
Innovative
Diversity and Inclusion
Rural/ Underserved
Accessibility
Empathy
Stewardship
Academic Freedom

Strategic Plan

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On the web: nursing.unm.edu/about/Strategic-Planning

Message from the Dean

As Dean of The University of New Mexico College of Nursing I am proud of what our students, alumni, faculty and staff accomplish day in and day out. Our graduates are poised to provide excellent patient care and education as well as conduct world class research. We continually strive to be at the forefront of health care to make a positive impact on the citizens of the state of New Mexico and the world.



It is our responsibility to provide our students with an education that emphasizes working with rural and underserved populations and prepares them to transform the diverse communities they live and work in. In order to do this, we must always be looking ahead. Our goals to prepare successful nursing professionals; create a diverse, inclusive, and supportive community; and develop and sustain collaborative partnerships drive the work of our faculty and staff and serve as a compass guiding the future of the College. Our diverse faculty, staff, and student body are a collection of unique perspectives who embrace our differences and work together for the common good.

Our strategic plan along with our values, vision, and mission reflect this and will continue to guide us in creating meaningful impacts. We will move forward, as a College comprised of students, faculty, staff, alumni, donors, preceptors, and community partners to not only accomplish our goals but provide a brighter future for the health and well-being of all. I look forward to working with everyone to build on the College's momentum and for what is ahead.

Nancy Ridenour, PhD, RN, APRN, BC, FAAN
Professor and Dean

Executive Summary

In an effort to plan for continued success as the premier resource for nursing education in the state, the University of New Mexico College of Nursing developed this document, intended to be the framework that will provide operational guidance in the coming years. The process brought together key faculty and administrative personnel to revise the existing strategic plan and incorporate the College's values and goals into a newly designed document that will provide evidence of success as well as opportunities for improvement. Following an all-college retreat that involved every member of the college, a task force of 14 individuals, six faculty and eight staff, met regularly over three months to fine-tune the goals and objectives. What is presented here is the result of that work.

The task force was mindful to keep the College's core values ever present. Previously identified, the values of the College of Nursing are:

- Academic Excellence,
- Diversity & Inclusion,
- Innovation,
- Integrity, and
- Respect.

The strategic goals and objectives intentionally mirrored some aspect of each of the values. The task force members worked in three groups, each group focusing on a major goal identified during the all-college meeting. The finalized strategic plan was presented to the College's senior leadership team, the coordinating committee, staff council and full faculty for approval. Each step of the process garnered input from stakeholders and revisions were made.

It was the intention of the task force to produce a living document capable of capturing successes and shortcomings. Furthermore, the desire was to have a final document that embodied the spirit of caring that is present on a daily basis throughout the College. What follows this summary are the detailed goals and metrics, along with a rationale for each goal, the College will follow to determine success as it strives to remain a vital force in nursing education in New Mexico.

There are three major goals that the task force concluded best reflected the direction the College needs to take.

Goal 1. Prepare successful nursing professionals.

Goal 2. Create a community within The University of New Mexico College of Nursing that is diverse, inclusive, and supportive.

Goal 3. Develop and sustain collaborative partnerships.

Though the language is simple, the intention is grounded in historical successes that can be built upon to assure a successful, sustainable future for the College of Nursing.

Vision

The vision of the College of Nursing is to develop solutions for the most important nursing challenges pertaining to human health and health equity in our communities through education, scholarship, practice, and service.

Mission

The mission of the College of Nursing is to provide exemplary and innovative education, research, practice, service, and leadership that improves state, national, and global health. The College's efforts focus on the scholarship of nursing education, research, practice, and policy to inform and lead in the delivery and analysis of nursing and health care.

Values

- Academic Excellence
- Diversity & Inclusion
- Innovation
- Integrity
- Respect

Our Three Goals

Each of our three goals represent long-term aspirations of the College of Nursing aimed at addressing the educational needs of our students, professional needs of our faculty and staff, and the healthcare needs of the state of New Mexico and beyond.

Our three goals are:

- Prepare successful nursing professionals.
- Create a community within The University of New Mexico College of Nursing that is diverse, inclusive, and supportive.
- Develop and sustain collaborative partnerships.

Goals are permanent aspirations.

Strategies are five-year objectives which have indicators of success.

Metrics are one-year targets.

GOAL: *Prepare successful nursing professionals.*

The College of Nursing is committed to educating nursing graduates to be successful in nursing careers in New Mexico and around the country.

Strategy 1: Demonstrate academic success by program graduation rates and licensure and or certification.

Metric 1: Maintain NCLEX pass rates of at least 80% for BSN graduates.

- Timeframe: January 2018
- Responsible Party: Education Team

Metric 2: Maintain certification exam pass rates of at least 80% across all APRN concentrations.

- Timeline: January 2018
- Responsible Party: Practice Team

Metric 3: Maintain graduation rates of at least 80% for pre-licensure Bachelor's and Master's degree programs.

- Timeline: January 2018
- Responsible Party: Education Team & Practice Team

Metric 4: Identify and develop a measurement of successful completion rate for RN to BSN degree completion candidates.

- Timeline: January 2018
- Responsible Party: Education Team

Metric 5: Maintain graduation rates of professional doctoral students (DNP) of 80% within three years.

- Timeline: January 2018
- Responsible Party: Practice Team

Metric 6: Maintain/ improve current graduation rates for the Doctor of Philosophy in Nursing students who achieve candidacy.

- Timeline: January 2018
- Responsible Party: Research Team

GOAL: *Prepare successful nursing professionals.*

Promoting student leadership opportunities increases the engagement of the College's student body and helps to create a sense of community while developing leadership and professional skills among students aiding them in their overall professional development.

Strategy 2: Provide and promote leadership opportunities for students across all levels and programs.

Metric 1: Build systems to increase student participation on College of Nursing committees.

- Timeline: June 2017
- Responsible Party: Faculty Affairs Committee & Coordinating Committee

Metric 2: College of Nursing Leadership will meet with officers of the Student Nurses Association and the Graduate Student Nurses Association once per semester.

- Timeline: January 2017
- Responsible Party: Associate Dean for Academic Affairs

GOAL: *Prepare successful nursing professionals.*

Government and private grant funding is crucial to the financial stability of the College while supporting the advancement of pedagogical, clinical, and nursing science research and scholarship within the College.

Strategy 3: Create a culture of scholarship within the College.

Metric 1: Review organizational structure and hiring needs to create a centralized support system for faculty research and scholarship and develop recommendations.

- Timeline: June 2017
- Responsible Party: Dean & Associate Dean for Academic Affairs

Metric 2: In 2017, College of Nursing faculty will submit an increased number new proposals for contracts, grants, and cooperative agreements to extramural agencies relative to the previous year.

- Timeline: December 2017
- Responsible Party: Academic Team Chairs & Faculty

Metric 3: Promote three innovative initiatives for professional development of faculty, student, and staff.

- Timeline: December 2017
- Responsible Party: Leadership Team

Metric 4: Provide opportunities for students to engage in and disseminate nursing scholarly projects.

- Timeline: November 2017
- Responsible Party: Academic Team Chairs

Metric 5: Identify the College's focus for research and scholarship by setting three distinct priorities.

- Timeline: May 2017
- Responsible Party: Leadership Team & Faculty

GOAL: *Create a community within The University of New Mexico College of Nursing that is diverse, inclusive, and supportive.*

Creating a diverse learning environment exposes students to a variety of ideas, values, and backgrounds to prepare them for service in diverse communities during their nursing careers.

Strategy 1: Foster a diverse and inclusive learning environment to advance health equity.

Metric 1: Evaluate current admissions policies to improve the enrollment of students from underrepresented groups.

- Timeline: May 2017
- Responsible Party: Associate Dean for Academic Affairs, Academic Team Chairs, Student Services Team

Metric 2: Implement new holistic admissions process to increase student diversity to better reflect the population of New Mexico.

- Timeline: September 2018
- Responsible Party: Associate Dean for Academic Affairs, Academic Team Chairs & Student Services Team

Metric 3: Develop systems within the College addressing recruitment, retention, and graduation of diverse students to reflect and serve the population of New Mexico.

- Timeline: August 2017
- Responsible Party: Academic Team Chairs, Student Services Team & Student Success Coordinators

Metric 4: Offer three diversity related trainings or presentations to College of Nursing faculty, staff, and students annually.

- Timeline: November 2017
- Responsible Party: Diversity and Inclusion Task Force

Metric 5: Produce annual diversity report describing the state of diversity and inclusion efforts and activities within the College along with key demographic information.

- Timeline: December 2017
- Responsible Party: Diversity and Inclusion Task Force

Metric 6: Review the educational needs and access to training for potential Master of Science in Nursing level students from underserved areas of the state and develop a proposal to address findings.

- Timeline: December 2017
- Responsible Party: Education Team & Practice Team

GOAL: *Create a community within The University of New Mexico College of Nursing that is diverse, inclusive, and supportive.*

Helping faculty and staff succeed in the workplace by ensuring a positive work-life balance creating a professional environment that fosters and values each member of the College.

Strategy 2: Achieve excellence in faculty and staff performance and wellbeing.

Metric 1: Provide resources for professional development of faculty and staff to enhance and support the mission of the College.

- Timeline: May 2017
- Responsible Party: Team Chairs & Department Heads

Metric 2: All faculty and staff to actively participate in establishing goals for employee performance reviews.

- Timeline: February 2017
- Responsible Party: All College Employees

Metric 3: Encourage faculty and staff to make use of their earned annual leave time, having less than 30% of faculty and staff with a maximum leave balance of 252 hours.

- Timeline: December 2017
- Responsible Party: Associate Dean, College Supervisors, & Human Resources

Metric 4: Develop and deploy employee satisfaction surveys for faculty and staff by Fall 2017.

- Timeline: August 2017
- Responsible Party: Strategic Planning Task Force

Metric 5: Publicly acknowledge and disseminate faculty, staff, and student professional and academic accomplishments within the University and to external constituents.

- Timeline: Ongoing
- Responsible Party: Marketing and Communications Committee

Metric 6: Provide trainings to increase awareness of University available resources, policies, and procedures to support the retention of faculty and staff per employee satisfaction survey results.

- Timeline: August 2017
- Responsible Party: Leadership, College Supervisors, & Human Resources

Metric 7: Create and display College Values marketing campaign throughout the College to foster awareness.

- Timeline: April 2017
- Responsible Party: Marketing and Communications Committee

Metric 8: Develop an electronic resource for University and College of Nursing policies and procedures by June 2017.

- Timeline: June 2017
- Responsible Party: Strategic Support Manager, Human Resources, & Information Technology

Metric 9: Develop and implement strategies for the College of Nursing to participate in Healthy Nurse, Healthy Nation/ New Mexico™ and the University of New Mexico Wellness Program.

- Timeline: June 2017
- Responsible Party: Coordinating Committee

GOAL: *Create a community within The University of New Mexico College of Nursing that is diverse, inclusive, and supportive.*

A hiring process that demonstrates a commitment to diversity will attract applicants who share the College's values.

Increasing the number and diversity of community members involved with the College provides opportunities for students and faculty to foster mutually beneficial relationships with practicing health professionals.

Strategy 3: Strengthen hiring process to recruit from a diverse pool of applicants for faculty and staff.

Metric 1: Revise language of all College of Nursing job postings to include a statement on the College's commitment to diversity and inclusion.

- Timeline: February 2017
- Responsible Party: Position Search Committees, Hiring Managers, & Human Resources

Metric 2: In each interview process, include a question to show evidence of the candidate's commitment to and engagement with diversity and inclusion efforts.

- Timeline: February 2017
- Responsible Party: Position Search Committees, Hiring Managers, & Human Resources

Strategy 4: Identify new opportunities to increase the number and diversity of community members involved with the College.

Metric 1: Develop and deploy an internal survey to identify current strengths, gaps, and areas of opportunity in rural/underserved New Mexico by April 2017.

- Timeline: April 2017
- Responsible Party: Strategic Planning Task Force

Metric 2: Develop action plan to address opportunities in rural/underserved New Mexico based on survey results.

- Timeline: October 2017
- Responsible Party: Strategic Planning Task Force

GOAL: *Develop and sustain collaborative partnerships.*

Partnering helps to facilitate transferability between institutions, sharing of resources, and common core curriculum across the state.

Strategy 1: Partner with academic institutions through the New Mexico Nursing Education Consortium (NMNEC) and other institutions.

Metric 1: In 2017, graduate a minimum of 60 BSN students with dual ADN/BSN degrees through NMNEC.

- Timeline: December 2017
- Responsible Party: Education Team

Metric 2: Matriculate a minimum of six students into the Post-Masters Psych/Mental Health Practitioner program in 2017.

- Timeline: December 2017
- Responsible Party: Practice Team & Student Services

Metric 3: Maintain/ improve student enrollment and faculty participation with NEXus Nursing Education Exchange.

- Timeline: September 2017
- Responsible Party: Practice Team & Research Team

Metric 4: Increase enrollment of RN to BSN Degree Completion students by collaborating with Academic Partnerships.

- Timeline: October 2017
- Responsible Party: Education Team & Student Services

GOAL: *Develop and sustain collaborative partnerships.*

To ensure that the College develops nursing graduates who meet the healthcare needs of these organizations and helps the community recognize the importance of the nursing profession.

To provide opportunities for faculty practice to enhance clinical skills and classroom learning and provide additional student clinical experiences.

Strategy 2: Partner with business, community, and healthcare organizations.

Metric 1: In 2017, 20 students will successfully complete the Care of the Veteran elective.

- Timeline: December 2017
- Responsible Party: Education Team

Metric 2: Conduct a minimum of six outreach events annually at New Mexico VA Health Care system and other organizations.

- Timeline: December 2017
- Responsible Party: Student Services

Strategy 3: Integrate faculty practice within the UNM HSC and Health System and with other community partners.

Metric 1: Identify clinical practice and research opportunities for faculty within the UNM Health System and other community partners.

- Timeline: December 2017
- Responsible Party: Education Team, Practice Team, & Research Team

GOAL: *Develop and sustain collaborative partnerships.*

Building opportunities for students to engage in clinical nursing education increases students' clinical knowledge and proficiency.

Strategy 4: Partner with clinicians and preceptors across the state.

Metric 1: Continue to engage preceptors at the undergraduate and graduate levels through biannual preceptor newsletters and explore additional opportunities to build relationships with current and potential preceptor partners in the community.

- Timeline: November 2017
- Responsible Party: Education Team & Practice Team

Metric 2: Develop one or more new clinical site(s) in rural and/or underserved areas for Advanced Practice Nursing students.

- Timeline: December 2017
- Responsible Party: Practice Team

Metric 3: Develop one or more new clinical site(s) in rural and/or underserved areas for pre-licensure Bachelor of Science in Nursing students.

- Timeline: December 2017
- Responsible Party: Education Team

Metric 4: Evaluate the needs of DNP students for clinical sites.

- Timeline: June 2017
- Responsible Party: Practice Team

Metric 5: Develop guidelines for bringing guest speakers and lecturers to the College including logistics and evaluation.

- Timeline: June 2017
- Responsible Party: Program Evaluation Committee

Metric 6: Gather data and assess professional support needs of registered nurses and nurse practitioners in rural communities across the state.

- Timeline: August 2017
- Responsible Party: Practice Team & Project ECHO

Appendices

Appendix A—Strategic Planning Task Force Membership

Appendix B—Strategic Planning Timeline

Appendix C—Strategic Planning Action Plan Timeline

On the web: nursing.unm.edu/about/Strategic-Planning

Appendix A: Strategic Planning Task Force Members

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Carolyn Montoya, PhD, CPNP, FAANP

Ignacio Ortiz, MEd

Blanca Portillo

Jacqueline Wuellner, MSN, MPH, RN, COHN-S

Dr. Carolyn Montoya, Associate Dean for Academic Affairs, and Jeffery Dubinski-Neessen, Strategic Support Manager, facilitated the June 20th All College Strategic Planning Session and directed the Strategic Planning Task Force throughout the planning process. Along with the College Leadership Team and the Coordinating Committee, Associate Dean Montoya and Mr. Dubinski-Neessen are charged with strategic planning for the College. Professor Jacqueline Wuellner played a critical role throughout the planning process and through the development of this document.

Appendix B: Strategic Planning Timeline

June 2016—January 2017

Manager of this process – Jeffery Dubinski-Neessen	
July/ August:	Develop Task Force with members from each faculty and staff team, include students in process. Work to develop/refine goals, strategies, and tactics
Mid-September:	Present to Leadership Team and Coordinating Committee
Late-September:	Task Force finalizes goals
October:	Review and endorsement by Faculty and Staff
November: Late November/ Early December:	Final endorsement by Coordinating Committee and Leadership Team. Dean Ridenour presents final plan to HSC Leadership.
January 2017:	Launch Strategic Plan.

Appendix C: Strategic Planning Action Plan

January 2017—December 2018

Manager of this process – Jeffery Dubinski-Neessen, Strategic Support Manager

January:

- Launch Strategic Plan.
- Strategic Planning Website Launches.
- Team Assignments for Metrics and Timelines Made.

February:

- Strategic Planning Dashboard Developed for Website

March:

- Strategic Planning Task Force Meeting

April:

- Continued Progress Tracking within Teams/Departments

May:

- Continued Progress Tracking within Teams/Departments

June:

- Mid-Year Progress Assessment and Reporting to Internal and External Constituents.
- Annual College-wide Strategic Planning Meeting

July:

- Continued Progress Tracking within Teams/Departments

August:

- Continued Progress Tracking within Teams/Departments

September:

- Strategic Planning Task Force Meeting

October:

- Continued Progress Tracking within Teams/Departments

November:

- Continued Progress Tracking within Teams/Departments

December:

- End of Year Progress Assessment and Reporting to Internal and External Constituents.
- Strategic Planning Task Force Meeting

2017 Strategic Plan