



## MISSION & VISION STATEMENTS

**Mission:** We innovate nursing and interdisciplinary education, practice, research, and service to develop leaders, address healthcare challenges, and promote health equity and inclusiveness.

**Vision:** To lead the advancement of nursing for transforming healthcare in our community, the State of Arizona, and the world.

## ORGANIZATIONAL SYSTEM STRATEGIC GOALS

- **Innovate nursing education** to develop leaders who will transform healthcare practice, scholarship, and promote health, equity, and inclusiveness.
- **Achieve national and international recognition** as a leader in research, scholarship, and training of independent investigators to address healthcare challenges, improve health and well-being, and promote health equity.
- **Promote and sustain excellence in faculty professional practice** to expand mentorship/development opportunities for students and contribute leadership to the healthcare community.
- **Develop, invest, and sustain local, state, national and international service** through partnership and collaborative relationships.
- **Establish and sustain a healthy environment** for students, faculty and staff modeling the attributes of inclusive excellence.
- **Align College of Nursing structure and process** to maximize outcomes related to nursing and interdisciplinary education, practice, research and service in support of our mission.

## OUTCOMES DESIRED

- Top 10 NIH Funding.
- Top 10 nursing programs.
- Increase enrollment in DNP programs.
- Sustain enrollment targets in prelicensure programs.
- Increase donor funding.
- Create a healthy work environment with highly engaged and joyful faculty and staff.
- Continue to increase faculty, staff, and student diversity.
- Explore clinical practice partnerships and models.

## ♦ STRATEGIC PLANNING PILLARS ♦

### ► TEACHING & LEARNING

- Create innovative pathways for learning through recruitment, curriculum development, implementation, and evaluation in educational programming.
- Leverage technology to support curriculum improvement and educational programming.
- Maximize Student Experience and Engagement.

### ♦ KEY INITIATIVES

#### Office of Academic Affairs

- Continue to transform curriculum to competency-based learning for all prelicensure and DNP programs to align with AACN and CCNE's new accreditation standards.
- Engage all students toward 100% graduation rate to provide exceptional learning experience and increase the highly trusted nursing workforce.
- Improve efficiency of simulation staffing and space to increase simulation hours and decrease clinical placements.

#### Nursing & Health Sciences Division

- Leverage our reputation for PhD education in marketing our science to attract apprentices to U of A.
- Strengthen the PhD advisor-student mentor matching process and admission process.

#### Advanced Nursing Practice Division

- Utilize our college/university resources, HRSA grant support, clinical placement team, and curriculum development expertise to best support student success.

#### Nursing & Health Education Division

- Frequent touchpoints with recruiting team and clinical placement staff throughout the enrollment process; identify needs for faculty resource support and staffing to ensure continued quality of prelicensure curriculum.
- CON & U of A commitment to NHE faculty hires.

Increase visibility of marketing efforts to include outreach to current DNP students & faculty clinical faculty with invitation to apply via QR code/advocate for resource support. Prioritization of faculty hires to support clinical experiences – build in expected faculty orientation; shadowing experiences for simulation; targeted recruitment of staff nurses at partner facilities (QR codes; create 'Day in the Life' of a faculty).

*Office of Research & Scholarships, Marketing & Communications - n/a*

### ► RESEARCH & SCHOLARSHIP

- Achieve Top 10 in NIH Funding.
- Establish recognized leadership in HRSA and other Professional Training Grants.
- Create funded pre- and post-doctoral training opportunities.

### ♦ KEY INITIATIVES

#### Office of Academic Affairs

- Apply for funding for state-of-the-art simulation experiences and academic/practice partnerships to enhance constrained budget funds.

#### Office of Research & Scholarship

- Increase recruitment of 3 faculty with funded programs of research (ANP, NHS Chair, Endowed positions).
- Increase NIH and HRSA proposal submissions by 10 proposals (20% increase).
- Increase number of faculty with funded research by 20%.
- Increase faculty, staff and doctoral student (e.g., T32s, F31) research development.
- Apply for T32 funding in 2024-2025.
- Increase F31 submissions to 2-3 per year. *continued ►*



## OFFICE OF RESEARCH & SCHOLARSHIP KEY INITIATIVES CONTINUED

- Improve efficiency/collaboration of research-intensive faculty and staff.
- Develop a systematic approach for reviewing and revising college-wide policies related to research, staff onboarding, hiring, and sharing staff resources.
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### Nursing & Health Sciences Division

- Align existing faculty to submit more team proposals to be responsive to NIH initiatives (women's health, digital health/AI, center grants).
- Disseminate writing resources for PhD students working on F31s and other proposals.

*ANP Division, NHE Division, Marketing & Communications - n/a*

## ► PROFESSIONAL PRACTICE

- Support faculty to promote and sustain excellence in teaching and practice through national certification in their area of specialty.
- Expand the use of Telehealth for faculty practice and student preceptorships across all programs (advanced practice and prelicensure) by 25%.
- Expand faculty practice, precepting opportunities, and student placements.

### ◆ KEY INITIATIVES

#### Advanced Nursing Practice Division

- Utilize results from faculty practice survey to enact informed policies and potentially novel faculty practice opportunities to promote maintaining clinical certification, work-life balance, and professional quality of life.

*Office of Academic Affairs, Office of Research & Scholarship, NHS Division, NHE Division, Marketing & Communications - n/a*

## ► SERVICE THROUGH PARTNERSHIPS AND COLLABORATION

- Develop and sustain local community partnerships and collaborations to meet our land grant mission to strengthen the bond with Arizona communities.
- Establish global collaborations and partnerships to develop and support nursing education, scholarship, and research opportunities.

### ◆ KEY INITIATIVES

#### Office of Academic Affairs

- Leverage faculty and staff to innovate clinical partnerships to increase placements and expand the nursing workforce.
- Establish partnerships with university colleagues to develop strong pipeline of prelicensure students.

#### Office of Research & Scholarship

- Increase academic-research partnerships.

#### Advanced Nursing Practice Division

- Build on our reputation, HRSA-funded grant programs, and alumni networks to maintain and expand clinical partnerships.

#### Nursing & Health Sciences Division

- Continue to develop clinical Partnerships that support longitudinal cohorts actively; innovative clinical scheduling, including evenings and week-end clinical shifts.
- U of A support for prelicensure program growth; sound infrastructure & support from Near You Network for MEPN Gilbert & BSN-IH; Nurture relationship with NYN for Gilbert prelicensure space needs; leverage existing Tucson simulation and lab space to accommodate enrollment growth.

*NHS Division, Marketing & Communications - n/a*

## ► ENVIRONMENT OF EXCELLENCE

- Revise the organizational and governance structure, as well as the leadership plan to optimize operations and facilitate shared decision-making.
- Evaluate, align, and optimize college resources.

- Enhance professional development and mentoring for faculty and staff to equip CON community with best practices driven by evidence.
- Develop strategies to support and sustain robust intra- and inter-professional collaborations for research and scholarship.
- Create a culture of appreciation and recognition.

### ◆ KEY INITIATIVES

#### Office of Academic Affairs

- Innovate solutions to educate our outstanding faculty to earn doctoral degrees at our College of Nursing.
- Leverage existing technologies and investigate new technology to increase operational efficiency.
- Develop a systems approach for reviewing and revising college-wide policies.

#### Nursing & Health Sciences Division

- Use transparent communication and authentic support to address triple the threat of change fatigue, financial concerns, and burnout.
- Focus NHS science cohesion via structural changes to divisions.
- Hire a permanent chair and ADR (reduce interims)
- Show appreciation to faculty for their loyalty and longevity (need a strategy- discuss).
- Collaborate with marketing to demonstrate strengths of faculty and programs to create positive news.
- Strengthen meaningful recognition via professional development through award nominations.

#### Advanced Nursing Practice Division

- Grow DNP faculty with approved hires to strategically enhance teaching capacity, clinical expertise, and positive culture.
- Continue to respond to faculty concerns and questions with approaches that promote trust, collaboration, and transparency.
- Continue and expand activities that promote faculty development and connectiveness.

*Office of Research & Scholarship, NHE Division, Marketing & Communications - n/a*