

**UWM College of Nursing
Strategic Plan
Outcomes and Responsible Persons**

GOAL 1: Innovative, quality educational programs				
Objectives	Strategies	Outcomes	Responsible Person/Group	
1.1 Implement educational programs that expand the knowledge, abilities, and attitudes needed for shaping nursing roles in the changing environment.	1.1.1 Participate in national discussions and demonstration projects related to development of nursing education models for the future.	1.1.1.1 A representative will attend appropriate national meetings and report back (e.g. AACN program conferences, NONPF, NACNS, and new initiative)	Assigned faculty	
	1.1.2 Create educational programs to meet emerging educational needs in nursing (e.g. residency, CE courses, specialty).	1.1.2.1 Identify at least 2 areas for development	UPC/GPC	
		1.1.2.2 Assess local and regional needs	UPC/GPC ADAA	
	1.1.3 Explore feasibility of development of concentrations (e.g. education, informatics) within graduate programs.	1.1.3.1 Identify areas for development as transcript designated concentrations		GPC
			1.1.3.2 Assess local and regional needs	GPC ADAA

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Objectives	Strategies	Outcomes	Responsible Person/Group
	1.1.4 Explore feasibility of developing graduate level entry into practice program.	1.1.4.1 Develop plan for second degree entry combined with currently existing advanced practice MS by Spring 2005 (accomplished in 2005)	
	1.1.5 Explore feasibility of developing a career development program for graduate students to support transition to future academic roles.	1.1.5.1 Implement for Fall 2005 to compliment campus Preparing Future Faculty initiative	GPC PhD Program Director MS Program Director
	1.1.6 Insure that CNRE has adequate resources to support educational research and program evaluation.	1.1.6.1 Designated CNRE personnel (accomplished in 2005)	ADR
	1.1.7 Seek external and system funding for development of innovative educational programs.	1.1.7.1 Identify funding sources and submit at least one grant per year	Program Directors ADAA
	1.1.8 Equip students with competence to assess and validate patient care outcomes with the goal of improving patient care delivery.	1.1.8.1 Review content at all levels of curriculum and programs and recommend modifications	UPC/GPC

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Objectives	Strategies	Outcomes	Responsible Person/Group
	1.1.9 Emphasize the evidenced based outcomes of nursing practice and health care delivery in all academic programs.	1.1.9.1 Identify learning activities for students/faculty/staff to increase competence in this area 1.1.9.2 Develop strategies to socialize current and future nursing professionals for life long evidence based competencies	Program Directors UPC/GPC Research Committee Program Directors UPC/GPC Research Committee
1.2. Utilize effective and innovative teaching modalities that increase student access and engagement in learning.	1.2.1 Create a Center for Teaching Excellence in the College of Nursing. 1.2.2 Evaluate current strategies used to develop professional attitudes and values and identify further strategies to enhance development in these areas. 1.2.3 Implement strategies to enhance critical thinking skills appropriate to life long learning in all levels of educational programs.	1.2.1.1 Investigate models and develop plan 1.2.2.1 Identify best practices and select at least one for implementation 1.2.3.1 Hold faculty/staff development sessions to increase competence with teaching strategies to enhance critical thinking	Program Directors ADAA Program Directors UG Level Coordinators Option Coordinators Program Directors ADAA

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Objectives	Strategies	Outcomes	Responsible Person/Group
	1.2.4 Create a state of the art NLRC.	1.2.4.1 Allocate resources to expand simulation and emerging technology	Dean ADAA NLRC Director Program Directors
	1.2.5 Develop internal funding programs for course release for faculty/staff to develop innovative instructional strategies.	1.2.5.1 Develop criteria for implementation in 2004-05	Executive Committee Program Directors
	1.2.6 Expand the number of undergraduate, graduate, and continuing education courses available in an on-line format.	1.2.6.1 Add at least 2 on-line courses per year	Program Directors ADAA Director of CEOP
1.3. Enrich educational experiences of students by using community partners and other experts to integrate and strengthen the relationship among education, practice, and research.	1.3.1 Explore opportunities to expand service learning.	1.3.1.1 Faculty forum to discuss what service learning is and integration in curriculum 1.3.1.2 Definition of service learning – different CON definition and UWM definition.	ADAA Program Directors UPC/GPC Committee for Practice & Partnership

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Objectives	Strategies	Outcomes	Responsible Person/Group
	<p>1.3.2 Develop strategies to strengthen dialogue and communication with partner health care organizations.</p> <p>1.3.3 Use college and community experts to enrich and enhance course content and the academic programs.</p>	<p>1.3.2.1 Bi-annual meetings with all partnerships</p> <p>1.3.2.2 Mandatory orientation program for preceptors</p> <p>1.3.2.3 Design handbooks for preceptors</p> <p>1.3.2.4 Develop and implement an evaluation mechanism</p> <p>1.3.3.1 Create a list of experts and monitor/evaluate use with ID of those who are our grads</p>	<p>ADAA</p> <p>Program Directors Level & Option Coordinator</p> <p>Program Directors Level & Option Coordinator</p> <p>Program Directors Level & Option Coordinator</p> <p>Program Directors Level & Option Coordinator</p>
	<p>1.3.4 Utilize student involvement in community projects and faculty research to enhance understanding of the interface between health care delivery and the community</p>	<p>1.3.4.1 Design process to facilitate student involvement. Develop a mechanism for communicating student involvement (posters, newsletters, presentations, display that presents these activities in enhancing learning)</p>	<p>Committee for Practice & Partnership Research Committee</p>

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Objectives	Strategies	Outcomes	Responsible Person/Group
	1.3.5 Assist students to transition to a healthcare workplace with a focus on nursing practice, patient care quality, and retention in the profession.	1.3.5.1 Job satisfaction and retention; 1-year post-grad survey	ADAA Program Directors
1.4. Develop an environment of engagement that promotes pride in and ownership of educational experiences.	1.4.1 Implement supports and networks for individuals to develop and refine their role as educator.	1.4.1.1 Networks are developed	Program Directors ADAA
	1.4.2 Formalize a cycle of regular peer review of teaching with development of individualized plans to promote teaching excellence.	1.4.2.1 Peer reviews and plans documented annually	Executive Committee
		1.4.2.2 Peer review evaluation form and process will be implemented	Executive Committee
	1.4.3 Explore mechanisms to recognize and reward adjunct faculty.	1.4.3.1 Process to recognize adjunct instructors within their facilities – certificate, their newsletters, merit, financially	Program Directors ADAA Option Coordinators
1.4.4 Encourage student participation in College of Nursing community building and decision making activities as appropriate.	1.4.4.1 Increased participation in committees, CON events	Program Directors Level & Option Coordinators ADAA Coordinating Council	

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Objectives	Strategies	Outcomes	Responsible Person/Group
	1.4.5 Promote recognition of the quality and success of the college's personnel, students, and programs.	1.4.5.1 Increase variety of our promotional literature and disseminate to UWM community and city/area 1.4.5.2 Highlight student activities and broaden scope of what is reported	Marketing Director Administrative Program Specialists Director of Student Services ADAA Program Directors
1.5. Create and maintain an environment to support a diverse student population.	1.5.1 Recruit and retain a diverse student population within the undergraduate and graduate programs. 1.5.2 Expand the opportunities for international educational exchanges. 1.5.3 Further develop programs and support systems that enhance the success of students from diverse backgrounds including international students.	1.5.1.1 Increase percentage of students of color admitted to the programs and who graduate 1.5.2.1 Increase number and scope/location of exchanges 1.5.3.1 Increase hours, support staff, variety of services 1.5.3.2 Identify within student/alumni/faculty resources for international students	Director of Student Services Program Directors ADAA UPC Director of CCD&GH Associate Deans for Academic Affairs Programs & \ Partnerships Coordinating Council Director of Student Services Director of CCD&GH Director of Student Services

GOAL 2: Research that contributes to the improvement of health

Objectives	Strategies	Outcomes	Responsible Person
<p>2.1 Increase the number of competitive research applications submitted to Federal agencies.</p>	<p>2.1.1. Develop policies that guide the development and submission of research grant applications.</p>	<p>2.1.1.1 Policies are developed by 5/31/05.</p>	<p>Research Committee Assoc Dean for Research/ WCNRE staff</p>
	<p>2.1.2. Implement as a standard, mock review and/or other external review process, for all research grant applications.</p>	<p>2.1.2.1 Include research proposal review as part of policies [2.1.1.1] for implementation in 2005-2006.</p> <p>2.1.2.2 Criteria / guidelines for internal/mock reviews developed by 5/31/05</p>	<p>Research Committee Assoc Dean for Research WCNRE staff</p>
	<p>2.1.3. Implement systems (professional and collegial) that provide faculty with scientific writing and editorial assistance as they develop research proposals and manuscripts</p>	<p>2.1.3.1 EndNotes is established as the College of Nursing's standard bibliographic software by 5/31/05.</p>	<p>Assoc Dean for Research WCNRE staff</p>
		<p>2.1.3.2 A list of faculty willing to review manuscripts, and a procedure for soliciting reviews are developed by 5/31/05.</p>	<p>Dean Assoc Dean for Research</p>
		<p>2.1.3.3 A position for a manuscript editor / formatter is developed and approved by 5/31/05.</p>	<p>Dean Assoc Dean for Research</p>

GOAL 2: Research that contributes to the improvement of health

Objectives	Strategies	Outcomes	Responsible Person
	<p>2.1.4 Create research intensive positions based on approved research action plans, supported by differential workloads, and maintained on the basis of outcomes (funded grant, publication, development of research team).</p>	<p>2.1.4.1 Three new research intensive positions allocated in 3 years [by 7/1/08]</p>	<p>Executive Committee Dean</p>
	<p>2.1.5. Provide funds for faculty development (particularly for new/junior faculty) aimed at structuring programs of scholarship & research that are characterized by increasing methodological and/or substantive sophistication.</p> <p>2.1.6 Include junior (probationary) faculty as collaborative investigators on senior faculty funded research projects: original application or by supplemental mechanisms.</p>	<p>2.1.5.1 The College of Nursing and WCNRE sponsor at least one faculty-development seminar/ workshop each year starting in 2005.</p> <p>2.1.5.2 At least one faculty member per year attends an externally sponsored program (e.g., MNRS pre conference workshops) starting in 2005.</p>	<p>Assoc Dean for Research WCNRE staff</p> <p>Research Committee Individual faculty members</p>

GOAL 2: Research that contributes to the improvement of health

Objectives	Strategies	Outcomes	Responsible Person
		<p>2.1.6.1 By 7/1/09, every major funded research project (R01 or the equivalent) headed by a College of Nursing senior faculty member includes at least 1 junior (probationary) faculty member as a collaborative investigator.</p> <p>2.1.6.2 By 7/1/2008, there will be at least 5 small research or career development projects ongoing in any fiscal year</p> <p>2.1.6.3 By 7/1/2008, there will be at least 3 R01 projects ongoing in any fiscal year.</p>	<p>Individual faculty members Executive Committee</p>
<p>2.2 Increase the number of College of Nursing faculty and staff who are participating in interdisciplinary &/or multidisciplinary research.</p>	<p>2.2.1. Identify and reduce the disincentives (within the College and the University) to interdisciplinary &/or multidisciplinary collaboration.</p>	<p>2.2.1.1. Major disincentives are identified and recommendations for their reduction are forwarded to the Dean by 5/31/05.</p> <p>2.2.1.2. A process is established for monitoring disincentives.</p>	<p>Research Committee Research Strategic Planning Task Force Dean</p>

GOAL 2: Research that contributes to the improvement of health

Objectives	Strategies	Outcomes	Responsible Person
	<p>2.2.2 Assist faculty and staff to acquire the skills and strategies needed to identify, develop and maintain successful collaborative interdisciplinary &/or multidisciplinary relationships.</p>	<p>2.2.2.1. See 2.1.5.1. A seminar or workshop on these skills and strategies should be offered by 6/1/06</p>	<p>Individual faculty members Assoc Dean for Research</p>
	<p>2.2.3. Aggressively seek multidisciplinary/ interdisciplinary collaborators from other departments at UWM</p>	<p>2.2.3.1 By 1/1/07, at least 20% of faculty and research academic staff are actively involved in multidisciplinary / interdisciplinary grant applications and/or publications, some in leadership positions.</p>	
<p>2.3 Identify and develop at least two core research scientific areas within the College of Nursing that will submit competitive, collaborative Federal research grant applications.</p>	<p>2.3.1 Analyze extant records of scholarly products & collaborations, and feedback from faculty/research staff focus groups to construct and refine collaboration and concept matrixes that identify current and potential members of up to four core scientific areas.</p>	<p>2.3.1.1. Core Research Scientific Area Groups of faculty & research staff are formed by 5/1/05.</p>	<p>Assoc Dean for Research Research Committee WCNRE Staff</p>

GOAL 2: Research that contributes to the improvement of health

Objectives	Strategies	Outcomes	Responsible Person
	<p>2.3.2 Development, by Core Research Scientific Area Groups of Action Plans, including timelines and goals that match identified potential funding opportunities. Groups continue to refine concepts, populations, membership, and resource needs.</p>	<p>2.3.2.1. At least two Group Action Plans are developed, presented, and accepted by 10/01/05</p>	<p>Core Groups Faculty/Dean accept plans.</p>
	<p>2.3.3 Decisions made by the CON about resource allocation based on Core Research Scientific Area Group potential, overall progress in following Action Plans, and successful scholarly collaborative products.</p>	<p>2.3.3.1 By 12/31/05, a system is developed and implemented that will guide research-related resource allocation.</p>	<p>Dean Exec Committee Coordinating Council</p>
	<p>2.3.4. Production by Core Research Scientific Area Groups of the preliminary collaborative scholarly products that will position them to write competitive collaborative Federal research grant applications.</p>	<p>2.3.4.1 By 2/1/08, one or more of the Core Research Scientific Area Groups will submit competitive collaborative Federal research grant applications.</p>	<p>Core Group(s)</p>

GOAL 2: Research that contributes to the improvement of health

Objectives	Strategies	Outcomes	Responsible Person
2.4 Position the College of Nursing to submit a competitive application for an NIH-funded Center and/or Institutional Training program within 5 years.	2.4.1. Based on the preliminary research projects and publications of the Core Research Area Groups (2.3.4), identify the Scientific Area of focus for an Exploratory Center Application or Institutional Training Grant.	2.4.1.1 By 2/1/10 a Core group and the College of Nursing will submit competitive Exploratory Center (P-20) and/or Institutional Training Grant (T-32) applications. (or when call is released)	Core Group

GOAL 3: The UWM College of Nursing will meet emerging health needs through leadership in developing health care delivery systems, innovative models of nursing practice, and scholarship that informs nursing practice.

Objectives	Strategies	Outcomes	Responsible Person/Group
<p>3.1 Promote active engagement in global partnerships with a focus on global understanding and leadership in health care systems.</p>	<p>3.1.1 Develop linkages for student and faculty exchange with CONs in other countries based on their educational needs.</p>	<p>3.1.1.1 Provide at least one student exchange or study abroad offering annually.</p>	<p>Director of Center for Cultural Diversity and Health</p>
	<p>3.1.2. Provide a student exchange or study abroad offering annually.</p>	<p>3.1.2.1 Assign personnel to direct, organize, and manage international activities.</p>	<p>Director of Center for Cultural Diversity and Health</p>
	<p>3.1.3. Facilitate faculty exchange or faculty projects with other countries or international groups.</p>	<p>3.1.3.1 Assign personnel to direct, organize, and manage international activities.</p>	<p>Director of Center for Cultural Diversity and Health</p>
<p>3.2 Improve the quality, efficiency and effectiveness of local, national and international health care delivery systems through consultation, conducting interdisciplinary projects, and disseminating findings.</p>	<p>3.2.1. Provide consultation locally, nationally and internationally on innovative models of nursing practice.</p>	<p>3.2.1.1 Conduct at least one consultation visit annually at either the local, national, or international level.</p>	<p>Faculty/Staff; Director of Center for Cultural Diversity and Health</p>
	<p>3.2.2. Conduct funded research projects through the Institute for Urban Health Partnerships (IUHP).</p>	<p>3.2.2.1 Submit at least one manuscript annually on project and research findings by or through the IUHP.</p>	<p>Director Institute for Urban Health Partnerships Faculty/Staff</p>

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Objectives	Strategies	Outcomes	Responsible Person/Group
	3.2.3. Conduct funded research/projects through the Midwest Nursing Centers Consortium Research Network (MNCCRN).	3.2.3.1 Submit at least one manuscript annually on project and research findings by or through the MNCCRN. 3.2.3.2 Present MNCCRN and IUHP study findings at least once annually at a national or international conference. 3.2.3.3 Activities will be conducted based on mutually identified needs.	Associate Dean for Practice Faculty/Staff
3.3 Promote leadership in health care system development.	3.3.1. Continue to develop leadership activities for Midwest Nursing Centers Consortium (MNCC) and Midwest Nursing Centers Consortium Research Network (MNCCRN).	3.3.1.1 Assign personnel to direct, organize, and manage MNCC/MNCCRN activities.	Associate Dean for Practice
	3.3.2 Establish collaborative, interdisciplinary partnerships to design and test care models that are responsive to the needs of diverse and underserved populations.	3.3.2.1 Annual report will reflect an increase in the number of meetings attended and/or partnerships initiated.	Committee on Practice and Partnerships Associate Dean for Practice Director of IUHP Director of CEOP Director of CCGH

GOAL 3: The UWM College of Nursing will meet emerging health needs through leadership in developing health care delivery systems, innovative models of nursing practice, and scholarship that informs nursing practice.

Objectives	Strategies	Outcomes	Responsible Person/Group
	3.3.3 Provide community health experiences through CNC(s) that will integrate and strengthen the CON research, education, practice and service relationships.	3.3.3.1 Annual report will indicate the number and types of community health experiences offered (e.g., research, education, practice, and service) through the CNC(s).	Committee on Practice and Partnerships Associate Dean for Practice Director of IUHP CNC Directors
3.4 Promote and support opportunities for faculty and staff to engage in the scholarship of practice across practice settings.	3.4.1. Achieve financial sustainability for at least 2 CNC(s) as clinical laboratories for health care delivery at all levels of prevention.	<p>3.4.1.1 Market CNC accomplishments through print and web media.</p> <p>3.4.1.2 Establish speaker's bureau to inform general community about faculty practice and CNC services.</p> <p>3.4.1.3 Maintain a minimum number of CNC faculty/staff positions financially supported annually by the UWM CON.</p>	<p>CON –Public Relations Person</p> <p>Associate Dean for Practice Committee on Practice & Partnerships</p> <p>Dean Associate Dean for Practice</p>

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Objectives	Strategies	Outcomes	Responsible Person/Group
	3.4.2 Support Faculty Practice Program initiatives.	3.4.2.1 Maintain the current structure and process that supports collaboration between researchers and practitioners within practice settings (Office of Associate Dean for Practice; Office of Associate Dean for Research). 3.4.2.2 Market Faculty Practice Program through print and web media.	Committee on Practice & Partnership Office of Associate Dean for Practice Office of Associate Dean for Research CON Public Relations Dean Associate Dean for Practice and Partnership
	3.4.3. Promote the changing of workplace and systems policies to reflect the need for innovations in nursing practice that supports nursing staff retention and healthy workplaces.	3.4.3.1 UWM CON will actively participate in the Wisconsin Nursing Work Redesign initiative.	Dean Associate Dean for Practice and Partnership Director CEOP

GOAL 3: The UWM College of Nursing will meet emerging health needs through leadership in developing health care delivery systems, innovative models of nursing practice, and scholarship that informs nursing practice.

Objectives	Strategies	Outcomes	Responsible Person/Group
<p>3.5 Promote student involvement in evidence-based practice projects that challenges and promotes adoption of best nursing practices.</p>	<p>3.5.1. Identify and define best nursing practices.</p>	<p>3.5.1.1 Best nursing practices will be identified and reviewed annually.</p>	<p>Committee for Practice and Partnership</p>
	<p>3.5.2. Facilitate the engagement of students and faculty to incorporate excellence in their work</p>	<p>3.5.2 Clinical faculty will integrate existing agency evidence-based practice projects into undergraduate clinical learning experiences.</p>	<p>Level Coordinators UPC Program Director</p>
<p>3.6 Develop a Center for Excellence in the Scholarship of Nursing Practice that engages students and faculty, based on AACN definition.</p>	<p>3.6.1. Faculty/Nurse scholars will be engaged in examining skills/competences needed to promote the Scholarship of Practice, based on AACN definition.</p>	<p>3.6.1.1 Invite a nurse scholar in the area of nursing practice to assist with creation of the program.</p> <p>3.6.1.2 Assign personnel to direct, organize, and manage Center for Excellence activities.</p>	<p>Committee for Practice and Partnership</p> <p>Committee for Practice and Partnership</p>

GOAL 4: Influencing Public Policy

Objective	Strategies	Outcomes	Responsible Person/Group
4.1 Increase the level of awareness of faculty and staff re: important policy issues related to nursing and health	4.1.1. Facilitate increased access to health policy information by widely disseminating to faculty and staff resources available on the internet and in print.	4.1.1.1 Listserv in place 4.1.1.2 Designated bulletin board	Dean, CEOP
	4.1.2. Sponsor speakers, workshops, conferences on nursing and health policy issues	4.1.2.1. Schedule/sponsor one (1) speaker per year. Co-sponsor one (1) speaker per year.	Wisconsin Center for Nursing Dean, CEOP
4.2 Promote faculty and staff participation in the analysis, development and implementation of public policies related to nursing and health at the local, state, national and international levels.	4.2.1. Provide opportunities for faculty and staff to attend and participate in public policy forums at the local, state and national levels.	4.2.1.1. Send reps to ANA, Nurses' Day at the Capitol, MDNA legislator breakfast, and national forums. Encourage speaking and reporting back to faculty/staff.	Coordinating Council Dean
	4.2.2. Encourage and recognize the participation/ leadership of faculty and staff in policy related activities.	4.2.2.2 Faculty/staff will list involvement in Annual Review record by 2006 reviews	Executive Committee Appropriate supervisors Faculty & IAS Review Subcommittee Dean

GOAL 4: Influencing Public Policy

Objective	Strategies	Outcomes	Responsible Person/Group
		4.2.2.2 Give Policy Award at annual Convocation by January 1, 2007.	Dean Executive Committee
	4.2.3. Establish relationships and offer consultation to public officials, policy makers, and the media (local, state, and national) or serve on organization policy committees or boards.	4.2.3.1 30% of faculty and appropriate staff will identify a relationship by January 1, 2007. An inventory of these contacts will be kept in the Office of the Dean.	Dean's Office Executive Committee
	4.2.4. Nominate/recommend/support faculty and staff for membership and positions of leadership on policy related organizations, boards.	4.2.4.1 CON will have faculty/staff representatives on policy committees of least five (5) organizations or boards by January 1, 2007.	Dean's Office Executive Committee
4.3 Prepare College of Nursing students to assume positions of policy expertise and leadership on issues related to nursing and health.	4.3.1. Ensure integration of content on policy analysis, development and implementation into the College of Nursing curricula.	4.3.1.1 UPC and GPC will see that the policy thread is clearly identified in the content maps.	UPC & GPC

GOAL 4: Influencing Public Policy			
Objective	Strategies	Outcomes	Responsible Person/Group
	4.3.2. Facilitate student participation in policy related activities, including Nurses Day at the Capital	4.3.2.1 CON will sponsor annual trip for fifty (50) or more students to attend Nurses Day at the Capital.	Assoc. Dean-Academic Affairs Student Affairs Staff

GOAL 5: Maintain an Environment that Facilitates Teaching, Scholarship and Service Consistent with the Core Values of the College of Nursing			
Objective	Strategies	Outcomes	Responsible Person/Group
5.1 Promote development and enhancement of discourse and ideas that support the core values of the College of Nursing	5.1.1 Create opportunities for faculty/staff/students to engage in wide ranging intellectual discourse.	5.1.1.1 opportunities for faculty/staff/students to engage in wide ranging intellectual discourse will be held	Faculty/Staff representatives of Eta Nu Coordinating Council
5.2. Create professional development opportunities that promote teaching, scholarship and service	5.2.1 Implement on-going faculty/staff development programs	5.2.1.1 Regular opportunities will be provided to promote faculty/staff development in teaching, scholarship, and service	Coordinating Council
5.3 Maintain and support an environment of community building consistent with the core values of the College of Nursing	5.3.1 Promote faculty/staff/student involvement in activities related to diversity and inclusiveness. 5.3.2 Encourage and recognize faculty/staff/student citizenship that promotes a positive environment. 5.3.3 Feedback will be obtained from faculty, staff, and students concerning the community environment.	5.3.1.1 Implementation and evaluation of ombudsman program. Hold a CON community-wide discussion on the concept of citizenship	Coordinating Council