

## **West Virginia University School of Nursing Strategic Plan: 2011-2016**

### **VISION STATEMENT**

West Virginia University School of Nursing envisions optimal health, enhanced quality of life, and excellent health care for the people of West Virginia and the global community.

### **MISSION STATEMENT**

The mission of the WVU School of Nursing is to lead in improving health in West Virginia and the broader society through excellence in student-centered educational programs, research and scholarship, the compassionate practice of nursing, and service to the public and the profession.

### **PRIORITIES AND GOALS**

#### **Promote a rigorous academic environment responsive to the diverse needs of the communities we serve.**

- Goal 1: Elevate program quality by striving for academic excellence and using resources responsibly.
- Goal 2: Create an environment to promote student success and retention.
- Goal 3: Integrate instructional technology throughout the curriculum to enhance student learning.
- Goal 4: Promote teaching effectiveness through formalized faculty development, mentoring, and peer evaluation.
- Goal 5: Enhance diversity in curriculum, faculty, and students.

#### **Develop and lead innovative research and scholarship that informs practice.**

- Goal 1: Establish infrastructure to increase internal and external funding for research and scholarship.
- Goal 2: Develop faculty leaders in research and scholarship through a formal mentoring program.
- Goal 3: Establish collaborative relationships to expand research and scholarly efforts.
- Goal 4: Increase the dissemination of research and scholarly efforts.

#### **Deliver excellent patient-centered care that reflects the full extent of professional nursing education and scope of practice.**

- Goal 1: Develop a culturally competent faculty practice workforce.
- Goal 2: Serve as experts in the promotion of full nursing scope of practice.
- Goal 3: Increase funding for faculty development to support evidence based practice.
- Goal 4: Adopt national benchmarks to measure the impact of faculty practice on patient and student outcomes.
- Goal 5: Participate in interprofessional practice and policy efforts at the HSC.

#### **Improve health through service and leadership.**

- Goal 1: Create an environment that promotes faculty, staff, and student leadership at WVU.
- Goal 2: Enhance involvement of faculty and students in leading the nursing profession.
- Goal 3: Increase faculty, staff, and student participation in state and community organizations that impact health.
- Goal 4: Support faculty, staff, and student service at a national level.

#### **Create a dynamic, affirmative organizational culture that supports all aspects of the School of Nursing mission.**

- Goal 1: Cultivate an environment dedicated to a sense of community and common purpose.
- Goal 2: Further the organization's capacity to anticipate trends and respond responsibly and decisively.
- Goal 3: Demonstrate leadership that recognizes the School of Nursing organization and greater community as equals who claim ownership of the mission.
- Goal 4: Promote responsible stewardship devoted to the work of the school.
- Goal 5: Honor values that reflect high standards, respect, trust, integrity, and diversity.

## Priority #1

**Promote a rigorous academic environment responsive to the diverse needs of the communities we serve.**

**1. Objective:** Prepare the nursing workforce to meet the current and future needs of society

**Project:** Expand interprofessional educational (IPE\*) experiences for students across the curriculum

**Indicator:** Number of IPE's offered at each level of the curriculum

**National Benchmark:** None known

**Target:**

Year 1: 1 new undergraduate IPE experience

Year 5: Presence of integrated IPE's into all levels of curriculum, UG and GR

**Baseline:** # of IPE experiences currently available

**Project Manager:** Dr. Elisabeth. Shelton

\*Interprofessional education (IPE) is any type of educational, training, teaching or learning session in which two or more health professions are learning interactively to cultivate collaborative practice for providing patient-centered health care. Centre for the Advancement of Interprofessional Education (CAIPE), 1997. *Interprofessional education - a definition*. London: CAIPE Bulletin 13, p.19.

**2. Objective:** Promote teaching effectiveness through formalized programs for faculty

**Project:** Implement mentoring program in teaching effectiveness for new/newer faculty

**Indicator:** % of faculty who participate in and express satisfaction with the mentoring program

**National Benchmark:** None known

**Target:**

Year 1: Mentoring program for all new/newer faculty is developed and ready to implement for Fall 2012

Year 2: Mentoring programs of all priority areas are integrated into a comprehensive mentoring program.

Year 3: 75% of new/newer faculty participate in mentoring program and express satisfaction

**Baseline:** No program currently established

**Project Manager:** (Deans of Academic Affairs and Department Chairs)

**3. Objective:** Increase student retention in online programs

**Project:** Develop a program of support for online students

**Indicator:** Retention rates in online programs (RN to BSN, MSN, DNP)

**National Benchmark:** None known

**Target:**

Year 1: Complete an assessment of the current needs of the students (retained or not) and time in program

Year 3: Formalized support program in place for online students

Year 5: 90% retention rate of students enrolled in online programs

**Baseline:** Current retention rates in online programs

**Project Manager:** Dr. Elisabeth Shelton (C. Persily after sabbatical)

- 4. Objective:** Promote diversity through expansion of international and intercultural experiences  
**Project:** Increase student participation in international and intercultural experiences  
**Indicator:** # of students who participate in international and intercultural experiences  
**National Benchmark:** None known  
**Target:**  
 Year 1: Implementation of a formalized mechanism to increase student awareness of international and Intercultural experiences  
 Year 3: Number of students who participate in international and intercultural experiences is increased by 50% over baseline  
 Year 5: 30% of undergraduate students participate in international or intercultural experiences  
**Baseline:** Current number of students who participate in international and intercultural experiences  
**Indicator:** Policies, procedures and guidelines for mechanism  
**Project Manager:** Dr. Susan Newfield
- 5. Objective:** Continue to improve student outcomes on licensure/certification exams and scholarly productivity.  
**Project:** Prepare students for NCLEX and certification exams, and encourage submission of publications, presentations (podium and posters) by doctoral students.  
**Indicator:** First-time NCLEX pass rate; first-time certification pass-rate; current number of doctoral student publications, presentations (podium and posters).  
**National Benchmark:** First-time NCLEX pass rate (WV 81.9%; US 87.4%) WV standard is 80% pass rate. None known for doctoral students  
**Target:**  
**Year 1:** Implement ATI to prepare students for NCLEX, and certification preparation program. Collect data on current number of doctoral student publications, presentations (podium and posters).  
**Year 2:** Attain at least 90% pass rate on NCLEX and certification exams. Increase doctoral student publications, presentations (podium and posters) by 10%.  
**Year 3:** Maintain NCLEX and certification pass rates at 90% or higher. Increase doctoral student publications, presentations (podium and posters) by 15%.  
**Baseline:** First-time NCLEX pass rate WVU – all sites 2010 89.2% (Morgantown 96.4%)  
**Project Manager:** Dr. Elisabeth Shelton/Dr. Evelyn Klocke

## Priority #2

**Develop and lead innovative translational research and scholarship that informs practice.**

- Objective:** Increase internal and external funding for research and scholarship  
**Project:**-Establish infrastructure to increase internal and external funding for research and scholarship  
**Indicator:** Number of applications  
**National Benchmark:** WVU School of Nursing is ranked 57<sup>th</sup> in NIH funding (in 2011); 12-41% faculty obtaining new grants (Faculty Scholarly Index, 2007).  
**Target:**  
    **Year 1:** # submitted applications increased 10%; # funded applications increased 5%  
    **Year 2:** # submitted applications increased 20%; # funded applications increased 10%  
    **Year 5:** Double the number of funded applications for the School of Nursing  
**Baseline:** Six applications submitted since January 2011; 2 funded. **+2 submitted; 2 subcontracts awarded**  
**Project Manager:** Dr. Deborah Shelton
- Objective:** Develop faculty leaders in translational research and scholarship through a formal mentoring program  
**Project:** Establish a formal research mentoring program  
**Indicator:** Tenure-track faculty (TTF) participation in mentoring program  
**National Benchmark:** 44-67% in physical sciences & engineering (1995, National Academies Press)  
**Target:**  
    **Year 1:** # TTF in mentoring program **2011: Barr; Rowlands; Mallow; Sparks;/ second group for FAAN?**  
    **Year 3:** # new TTF in mentoring program; # TTF who met FRPT progress from YR 1  
    **Year 5:** # new TTF in mentoring program; # TTF who met FRPT progress from YR 1  
**Baseline:** 22 current tenure track faculty who are “researchers” (2011) 1 mentored in 2011 (RWJ).  
**Project Manager:** Dr. Joy Buck/Dr. Deborah Shelton
- Objective:** Establish programs of translational research and collaborative relationships to expand research and scholarly efforts.  
**Project:** Identify research partnerships/team members for research and practice faculty who do not have research teams.  
**Indicator:** Each individual researcher is productive (produces grants/publications annually) with a research team.  
**National Benchmark:**  
**Target:**  
    **Year 1:** 36% +10% = 46% **add 1 faculty team**  
    **Year 3:** 36% +25% = 61% **add 2 faculty teams**  
    **Year 5:** 36% +50% = 86% **add 2 faculty teams**  
**Baseline:** individuals with current teams: Narsavage, Shelton, Barr, Buck, Chen, Chertok, Theeke, Maiocco, Culp (36%)  
**Project Managers:** Dr. Deborah Shelton
- Objective:** Increase the dissemination productivity of translational research and scholarly efforts  
**Project:** Establish a system to support and encourage dissemination activities  
**Indicator:** Dissemination productivity (number of) of research scholarly activities  
**National Benchmark:** Published posters, oral presentations, manuscripts (M= 4), book chapters (M=14%) in Schools of Nursing (Faculty Scholarly Index, 2007).  
**Target:**

**Year 1:** X + 10% + 1 faculty 2011 presentations (M=2.3; range 0-5; 12 faculty- none); articles/abstracts (M=1.5; range 0-4; 13 faculty-none); books/chapters (M= 1.5; range 0-1; 17 faculty-none)

**Year 3:** X+ 15%

**Year 5:** x+ 25%

**Baseline:** Current number of published posters, oral presentations, manuscripts (M= 4), book chapters (M=14%)

**Project Manager:** Dr. Ilana Chertok

### **Priority #3**

**Deliver excellent patient-centered care that reflects the full extent of professional nursing education and scope of practice.**

- 1. Objective:** Incorporate cultural competence into orientation of all faculty

**Project:** Provide ongoing continuing education, with a special focus on cultural competence, for all faculty

**Indicator:** Number of contact hours in cultural competence training awarded to all faculty

**National Benchmark:** None known

**Target:** **Year 1:** 50% of faculty completed a minimum of 3 contact hours on cultural competence in last 3 years

**Year 3:** 80% of faculty completed a minimum of 3 contact hours on cultural competence in last 3 years

**Year 5:** 100% of faculty completed a minimum of 3 contact hours on cultural competence in last 3 years

**Baseline:** % of faculty who have completed a minimum of 3 contact hours on cultural competence in last 3 years

**Project Manager:** Mr. Chuck Coole

- 2. Objective:** Faculty in SON will be proactive and responsive in educating others about the full scope of nursing practice

**Project:** SON faculty will actively participate in continuing education programs, and local, state, and national meetings

**Indicator:** Faculty participating in continuing education programs, and local, state and national meetings

**National Benchmark:** None known

**Target:** **Year 1x :** +10%

**Year 3:x** +15%

**Year 5:x** +20%

**Baseline:** % of faculty currently participating in continuing education programs, and local, state and national meetings **Project Manager:** Dr. Judi Polak

- 3. Objective:** Increase funding for faculty development to support the scholarship of Evidence-Based Practice

**Project:** Increased funding through philanthropy and departmental (practice incentive) funds

**Indicator:** Amount of funding for faculty development for evidence based practice/ scholarship

**National Benchmark:** None known

**Target:** **Year 1:** x +10%

**Year 3:** x +15%

**Year 5:** x +20%

**Baseline:** Amount of current funding for tuition reimbursement, book purchase, conference attendance

**Project Managers:** Department Chairs (Drs. McCrone, Carpenter, Klocke, Nathaniel/Persily)

- 4. Objective:** Adopt national benchmarks to measure the impact of faculty practice on patient outcomes

**Project:** Integrate national benchmarks into clinical practice reports

**Indicator:** Percent of individuals using national benchmarks in their faculty practice

**National Benchmark:** None known

**Target:** **Year 1:** x + 20%

**Year 2:** x + 30%

**Year 5:** x + 50%

**Baseline:** Percentage of faculty currently using national benchmarks in faculty practice

**Project Managers:** Dr. Susan McCrone / LTC (ret) Sandra Cotton

#### **Priority #4**

##### **Improve health through service and leadership.**

- 1. Objective:** Promote faculty, staff, and student leadership at WVU  
**Project:** Conduct an assessment of the environment and leadership in the School of Nursing  
**Indicator:** % of faculty, staff and students in leadership roles  
**National Benchmark:** None known  
**Target:**     **Year 1:** X + 10%  
                  **Year 3:** X + 15%  
                  **Year 5:** X + 20%  
**Baseline:** Receive data from Catherine Nolan  
**Project Manager:** Ms. Misti Michael
  
- 2. Objective:** Promote faculty leadership in professional organizations  
**Project:** Increase faculty involvement in professional organizations  
**Indicator:** Percentage of faculty involved in professional organizations  
**National Benchmark:** None known  
**Target:**     **Year 1:** X + 10%  
                  **Year 3:** X + 15%  
                  **Year 5:** X + 20%  
**Baseline:** Faculty database on number involved in professional organizations  
**Project Manager:** Dr. Alvita Nathaniel (C. Persily after sabbatical)
  
- 3. Objective:** Increase faculty, staff, and students participating in organizations that impact health  
**Project:** Conduct baseline survey for involvement in organizations that impact  
**Indicator:** Baseline of organization type and number of faculty, staff and students involved  
**National Benchmark:** None known  
**Target:**     **Year 1:** X + 10%  
                  **Year 3:** X + 15%  
                  **Year 5:** X + 20%  
**Baseline:** Project will establish  
**Project Manager:** Dr. Roger Carpenter
  
- 4. Objective:** Support service-learning projects  
**Project:** Increase funding through philanthropy and external funding for service-learning projects  
**Indicator:** Current funding amount  
**National Benchmark:** None known  
**Target:**     **Year 1:** X + 10%  
                  **Year 3:** X + 15%  
                  **Year 5:** X + 20%  
**Baseline:** Current support for service-learning  
**Project Manager:** Ms. Christy Meredith

## Priority #5

**Create a dynamic, affirmative organizational culture that supports all aspects of the School of Nursing mission**

- 1. Objective:** Understand the strengths and limitations of the organizational culture  
**Project:** Evaluate the organizational culture  
**Indicator:** Level of satisfaction based on organizational culture questionnaire  
**National Benchmark:** None known  
**Target:**  
    **Year 1:** Find instrument, collect data  
    **Year 2:** Assess data, recommend changes  
    **Year 3:** Change culture  
    **Year 5:** Increase satisfaction by 25% based on organizational culture instrument  
**Baseline:** None available until after initial assessment  
**Project Manager:** Ms. Christy Kilduff
- 2. Objective:** Promote participatory leadership at all levels of the organization  
**Project:** Offer leadership development program that emphasizes participatory leadership for faculty and staff  
**Indicator:** Percentage of faculty and staff attending leadership programs  
**National Benchmark:** None known  
**Target:**  
    **Year 1:** 85%  
    **Year 3:** 90%  
    **Year 5:** 100%  
**Baseline:** 3 (RWJ NFS/ WVU leadership academy/ Leadership Monongalia)  
**Project Manager:** Dr. Mary Jane Smith
- 3. Objective:** Enhance organizational stability  
**Project:** Devise leadership succession plans for faculty and staff  
**Indicator:** Number of faculty and staff in selected leadership roles who have devised succession plans  
**National Benchmark:** None known  
**Target:**  
    **Year 1:** X + 20%  
    **Year 3:** X + 50%  
    **Year 5:** Succession plans are in place for all administrative and staff positions.  
**Baseline:** No succession plans at this time.  
**Project Manager:** Dr. Georgia Narsavage
- 4. Objective:** Increase diversity\*\* of the organizational culture  
**Project:** Develop plan for recruitment and retention of diverse faculty, staff and students  
**Indicator:** Percentage of faculty, staff and students that meet the WVU baseline for diversity  
**National Benchmark:** None known  
**Target:**  
    **Year 1:** X + 1%  
    **Year 3:** X + 3%  
    **Year 5:** X + 5%  
**Baseline:** 5%  
**Project Manager:** Dr. Laurie Theeke

\*\* Diversity includes cultural/ethnic, gender, age, socioeconomic disadvantaged, as well as diversity of ideas.