

UNIVERSITY of
West Georgia



Tanner Health System
School of Nursing

STRATEGIC PLAN 2014 - 2020



Building on Engaged West!



In July of 2013, a team was charged with updating the University of West Georgia's Vision, Mission, and Strategic Plan and developing goals and objectives through 2020. Based on existing UWG and the University System of Georgia's Strategic Plans, the Academic Master Plan, the Campus Master Plan, reports from internal and external work groups and review of Peer and Aspirant Institutions, a draft strategic planning document was developed. Feedback was sought from constituent groups and used to develop a new Vision, Mission, and Strategic Plan. The new plan was approved by all entities of the UWG campus in spring of 2014. The Board of Regents issued final approval on August 21, 2014.

The Tanner Health System School of Nursing's 2014-2020 Strategic Plan was developed to complement the UWG strategic plan. In August of 2014, the faculty and staff analyzed our strengths, weaknesses, opportunities, and threats (SWOT) related to the **four university strategic imperatives of student success, academic success, successful partnerships, and operational success**. A SON task force was charged with building on the SWOT analysis and soliciting input from our community of interest to develop the strategic plan, which was approved by the THS SON in April of 2015.

OUR VISION

Lead in the scholarship of teaching and learning through the empowerment of graduates and colleagues who exhibit the ability and courage **to create quality caring in healthcare and education systems**.

OUR MISSION

Exemplify academic excellence in a caring environment by providing quality undergraduate and graduate education to meet current and evolving healthcare needs within the global community.

OUR VALUES

UWG core values of **achievement, caring, collaboration, inclusiveness, innovation, integrity, sustainability, and wisdom** are integrated into our strategic plan.

The purpose of the THS SON strategic plan is to operationalize our vision/mission and to assure that the THS SON leads the University in the effort to become the best comprehensive university in America-sought after as the best place to work, learn, and succeed!

It is all about Student Success

Imperative 1: Student Success - Enhanced Learning, Access, Progression, and Development

Education is all about student success! The THS SON provides traditional, on-line, laboratory, simulation, and clinical experiences to prepare BSN, RN to BSN, MSN and EdD nursing students for the future of healthcare. Academic excellence leads to **achievement**. **Caring** is an underlying principle of all we do.

There is a projected need of 900,000 RN positions across the nation by 2020. It is predicted that Georgia will have a nursing shortage through 2020 and beyond. More qualified students apply to our programs than we can accept, consistent with the report that almost 70,000 qualified applicants were denied admission to schools of nursing in 2014-2015. A leading factor cited was lack of nursing faculty. There is a projected wave of nursing faculty retirements in the next five years. Our MSN and EdD programs are innovative approaches to preparing nurses for the faculty role. It is critical that we admit to capacity and foster excellent graduation rates.



Goal 1: Maximize capacity in all current nursing programs.

ACTION PLANS

Identify capacity given current resources and delineate priorities related to enrollment growth.

Execute a plan to support strategically driven growth.

Goal 2: Increase faculty and staff support to meet strategic teaching, research, and community engagement goals.

ACTION PLANS

Develop a comprehensive plan to increase faculty lines to support planned enrollment growth, research, and service.

Define and develop faculty and staff positions, roles, and skills needed for strategic development in teaching, research, and service.

Goal 3: Admit the most qualified students and support timely progression to graduation.

ACTION PLANS

Identify retention rates in all programs; develop a plan that supports a robust graduation rate.

Examine current admission processes in all programs to promote strong applicant pools for admitting the most qualified students.

Implement meaningful orientation and mentoring processes/procedures; sustain caring groups for all students.



Programs and People that make a difference

Imperative 2: Academic Success - Faculty and Programming

Faculty do the work of the university! The THS SON faculty's dedication to teaching and learning is evidence of the **wisdom** they bring to every student interaction. Whether guiding an on-line doctoral student conducting research or an undergraduate student caring for a patient, our faculty are committed to **integrity** through rigorous ethical standards.

Healthcare has taken center stage in the lives of all Americans. The healthcare industry will see a 26% increase in job growth by the year 2020. Georgia's growing and aging population has produced a critical shortage of healthcare providers. The shortage of qualified nursing faculty is a major barrier to increasing nursing education capacity. A primary factor in recruitment and retention of nursing faculty as well as healthcare professions faculty is support for interprofessional practice innovations, service, teaching, clinical practice, and scholarship. It is imperative that we explore expanding nursing and healthcare programs and develop high quality faculty.



Goal 1: Identify the need for additional program offerings.

ACTION PLANS

Explore the need/feasibility of expanding nursing program offerings.

Work with other UWG colleges to increase capacity of current programs that are attractive options and to add appealing new curricular options to qualified pre-nursing students denied admission.

Proactively lead in collaborative efforts towards a health sciences college that would include health profession majors.

Goal 2: Create an environment which promotes scholarship, research, and creative activities.

ACTION PLANS

Establish a focused research agenda that builds on our current and emerging strengths.

Expand the Center for Nursing Scholarship to improve the infrastructural support of faculty in all of their roles.

Goal 3: Create a culture of teaching excellence.

ACTION PLANS

Promote faculty driven opportunities that focus on continuous improvements in pedagogy.

Recognize teaching excellence internally; participate in rewards and recognition processes at the University level.



Relationships, Collaboration, Engagement... Partners

Imperative 3: Successful Partnerships - Building Engaged, Mutually Beneficial Collaborations

Collaborative partnerships are the essence of a practice-based discipline like nursing! Universities have long held a unique position in society with roles in research, service, and teaching. The engaged SON transcends the activities of research, service, and teaching to form true community partnerships, jointly defined.

Nursing programs must prepare students to meet the healthcare needs of clients in the community from a population focus and preventative perspective. Nursing care takes place in various community agencies and in homes. The SON enjoys clinical partnerships with many clinical agencies across the state and country. Graduates at all levels are recruited by some of the nation's most prestigious medical centers and educational institutions. **Innovation** is embraced through the creative development of partnerships. **Collaboration** is embodied by commitment to our community partners.



Goal 1: Develop strong, mutually beneficial service learning opportunities, community-based partnerships and academic practice partnerships.

ACTION PLANS

Develop service learning activities and community-based partnerships that align with our priorities.

Expand the academic practice partnership with THS into a model unique to the needs and strengths of the THS and THS SON.

Proactively participate in plans for interprofessional educational opportunities with healthcare institutions, other UWG health related disciplines, and nursing and health education programs in the area.

Goal 2: Cultivate and sustain relationships with our community of interest.

ACTION PLANS

Establish a Community of Advisors Board involved in the success of the School.

Connect with alumni on multiple levels.

Engage the Development Council in furthering the goals of the SON.

Goal 3: Expand clinical sites and alternative clinical experiences to accommodate growth in enrollment and enrich student experiences.

ACTION PLANS

Strengthen existing clinical relationships and build new relationships with healthcare providers for clinical experiences for all of our programs.

Develop innovative undergraduate and graduate alternative clinical experiences.



Excellent Staff, Facilities, and Infrastructure are vital for success

Imperative 4: Operational Success, Effectiveness, and Sustainability

A strong team of support staff is critical to programmatic, student, and faculty success. The SON staff includes nursing professionals essential to teaching in the simulation and skills laboratories, professional academic advisors, and professional administrative staff. Our staff model the value of **inclusiveness** by providing a welcoming atmosphere to all.

The SON facilities include a new building in Carrollton and a newly renovated nursing lab and simulation suite in the Newnan location. With state of the art spaces for low-fidelity skills practice, physical examinations, high fidelity simulation hospital rooms and home health simulation rooms, our facilities provide the ideal environment for preparing nurses. We are committed to caring for our facilities in a **sustainable** manner, assuring availability for future generations.



Goal 1: Create a culture that retains and rewards excellence in our current staff and is a successful recruiting mechanism for the future.

ACTION PLANS

Foster caring, collegial relationships among faculty and staff.

Develop plans to assure that staff salaries are competitive and professional growth opportunities are abundant.

Goal 2: Plan for ongoing maintenance and improvement of SON buildings, technology and equipment to assure sustainability for long term use.

ACTION PLANS

Develop procedures and policies that promote maintenance, updating, and responsible sharing of our physical facilities with the university.

Embed economic, social, and environmental sustainability as fundamental to all actions and decisions.

Goal 3: Utilize strategic planning and assessment to assure adequacy of resources, inform resource allocation, and promote sustainability.

ACTION PLANS

Implement allocation processes guided by practical and transparent planning, budgeting, assessment, and accountability based on strategic priorities.

Engage all faculty, staff, and students in identifying new and existing relationships that promote THS SON loyalty and ultimately financial commitment.



Academic Excellence in a Caring Environment

