# UNIVERSITY OF TEXAS ARLINGTON

# COLLEGE of NURSING AND HEALTH INNOVATION

# Strategic Plan

November 6, 2017

## *VISION*

We provide innovative, exceptional education, research and practice opportunities to those committed to advancing health and the human condition.

## *MISSION*

Our mission is to advance health and the human condition by working across disciplinary boundaries to prepare diverse populations of students to engage in critical inquiry and high-quality practice.

# *GOALS*

## GOAL 1: ENHANCING RESEARCH CAPACITY AND PRODUCTIVITY

**Objective 1:** Pursue disciplinary and interdisciplinary research that will impact society by advancing the human condition.

A. Continue to strengthen and expand our infrastructure and resources to enable more support for faculty members to seek and obtain external funding for their programs of research.
B. Prioritize research and scholarship across the continuum from bench science to translational science and population health, nationally and globally.
C. Prioritize new hires toward those with nationally funded research portfolios and those who are likely to earn such portfolios in the very near future.
D. Support the development and submission of program project grants.
E. Optimize research collaboration through strategic use of new SEIR facility.

**Objective 2:** Improve infrastructure to meet emerging science.

A. Support research goals of faculty of tenure stream and clinical faculty) relative to grant submissions and publications.
B. Increase faculty involvement in collaborative research through participation in translation seminars.
C. Enhance pre-award scientific consultation, including identified research mentors to new hires.

## GOAL 2: CREATING AND SUSTAINING ROBUST ACADEMIC PROGRAMS

**Objective 1:** Examine and modify strategies to make academic programs more robust in both quality and quantity.

A. Complement development and implement undergraduate nursing programs to a competency-driven model.
B. Design and implement strategies to retain applicants and students who are qualified, but are unable to be admitted to the undergraduate nursing program.

C. Continue to build partnerships with other academic institutions to facilitate seamless pathways between academic programs, such as community college graduates into kinesiology and kinesiology students into public health.
D. Establish a comprehensive mechanism for on-going program assessment in all departments
E. Update and maintain UEPs according to university practices.
F. Seek approval for Masters in Public Health (MPH) in fall 2018.
G. Enhance research focus of PhD in Nursing to include more research.

**Objective 2:** Develop short and long range plans for increasing the size and numbers of all programs.

A. Set targets for enrollment growth in all programs.
B. Determine balance between expansion of on-campus and on-line programs.
C. Evaluate impact of offering courses in Fort Worth.
D. Identify and implement strategies to expand faculty as programs grow.
E. Expand certificate programs and evaluate financial options.
F. Consider opportunities for dual degree programs.

**Objective 3:** Create and implement the full range of academic advancement programs for faculty.

A. Develop processes (including Chair oversight) for successful advancement of faculty through the promotion process.
B. Continue to provide expert consultants and speakers to enhance faculty's skills and knowledge.

**Objective 4:** Create academic spaces to meet recurring and emerging academic and research needs

A. Replace Smart Hospital – 100,000 square feet.
B. Expand teaching spaces for Kinesiology
C. Identify and develop spaces for emerging pedagogy, such as virtual reality.
D. Identify and develop spaces for engaging community-based sciences.

**Objective 5:**  Create and implement full range of faculty retention and recruitment program

    A.  Convene focus groups to identify barriers for recruitment and retention of faculty and potential solutions.
    B.  Design and implement strategies to address identified barriers
    C.  Given proposed changes in UTA workload definitions, examine implications for recruitment and retention.

## GOAL 3: STRENGTHEN EXISTING AND CREATE NEW ORGANIZATIONAL EFFICIENCY

**Objective 1:**  Implement a strategically directed Office of Business and Finance.

    A.  The Office of Business and Finance will develop and refine policies and procedures to enhance organizational efficiencies.
    B.  Each department will receive its own budget, based on its activities, enrollments, and faculty and staff sizes.

**Objective 2:**  Incorporate expanding alumni relations and marketing functions into Office of the Dean.

    A.  Implement and expand alumni relations.
    B.  Create administrative structure to support "spirit activities" within the CONHI.

**Objective 3:**  Incorporate faculty, staff and student ideas and feedback into multiple aspects of operations.

    A.  Conduct at least three meetings per year with groups of staff and the dean to enhance communications and operational integrity.
    B.  Conduct open office hours for faculty with dean to discuss operations and related topics.
    C.  Conduct open forums for students.
    D.  Evaluate process for workflow redesign in areas such as advising.

**Objective 4:** The Dean's office shall continue to adjust budget to align faculty and staff compensation in relation to market forces.

A. Work with Human Resources to document functional complexities for all staff positions.
B. Re-evaluate staff responsibilities and realign staff to positions that best serve the departments' and units' daily operations and the skills and talents of staff.
C. Working with Human Resources, evaluate and re-design human resources procedures to meet the needs of the college, e.g., remote workers.
D. Examine AO Compensation structures.

**Objective 5:** Develop and formalize operational procedures and processes across the College.

A. Continue to refine processes and procedures to expedite acceptance and advising for on-line students.
B. Develop systematic and focused efforts for accreditation procedures, student and program assessment, interpretation of College's assessment data and preparation of reports to internal and external stakeholders. These activities will be centralized in the Dean's office.
C. Develop strategies for managing operations in multiple locations across campus (e.g., Smart Hospital, Life Sciences, Engineering Research Building (ERB), Science and Engineering Innovation and Research (SEIR) Building.
D. Develop a more robust portfolio of student support services across all programs.
E. Continue to focus on teaching effectiveness including expanding opportunities for measurements and performance improvement (e.g., peer assessment).
F. All relevant data for accreditation and other reports will be housed in the Dean's office, so that there is a seamless coordination among these functions.
G. Develop and implement consistent on-boarding new faculty, e.g., including checklists.

## GOAL 4: GAINING NATIONAL AND INTERNATIONAL VISIBILITY

**Objective 1:** Pursue national ranking that is at or above the top 25% of our aspirant institutions.

A. Ensure highest quality data submitted for all relevant surveys.
B. Identify timeliness for surveys so data are available when needed.
C. Identify lead in Office of Dean for these efforts.

**Objective 2:** Nominate at least five faculty members annually for recognition in UT System awards and national academies and other organizational recognitions appropriate to their specific discipline through Faculty Governance.

    A. Identify and nominate faculty for appropriate specialty academies.
    B. Nominate and support faculty for UT System recognition.
    C. Seek emeritus status as appropriate for retiring faculty.
    D. Publish timelines related to both internal and external awards for nominations.
    E. Submit nomination packages for potential new hires to obtain STARS funding from UT System.

**Objective 3:** Target national professional and health care organizations/businesses for placement of faculty members into leadership positions.

    A. Identify national boards that match the expertise of faculty.
    B. Use combined skills of faculty and senior leadership to strategically nominate individuals for programs to enhance their readiness for national leadership positions.

**Objective 4:** Expand opportunities for alumni, retired and emeritus faculty to become advocates for CONHI.

    A. Actively engage our alumni, retired and emeritus faculty as ambassadors of the college.
    B. Expand active programming for students and alumni to build ties to the college.

**Objective 5:** Develop and implement international relationships based on education and research programs.

    A. Invite annually at least one student or faculty scholar to participate in CONHI activities.
    B. Foster relationships with other national and international programs to advance academic and research missions, coordinated by the Office of the Dean.

**Objective 6:** Expand the dissemination of College educational products.

   A. Utilize our robust on-line degree programs as a foundation to allow individuals and groups worldwide to obtain a UTA degree or certificate.
   B. Develop and implement a marketing plan for our international education collaboration.
   C. Clarify UTA and CONHI guidelines for leveraging education products.


**Objective 7:** Provide the global community a significant consultative resource from faculty.

   A. Identify opportunities for faculty to collaborate internationally on research.
   B. Seeking funding, e.g., Fulbright Scholars, and support from national and international resources to support consultation at UTA and internationally.


**Objective 8:** Develop and implement marketing plan to advance recognition of CONHI.

   A. Collaborate with University communications to maximize effectiveness and measure impact of all efforts.