

Kirkhof College of Nursing Strategic Plan 2010 - 2015

PREAMBLE

The Grand Valley State University (GVSU) Strategic Plan 2010-2015 was developed by the Strategic Position 2010 Committee comprised of representatives from the university's constituent groups. It was endorsed by the GVSU Academic Senate and approved by the university's Board of Trustees in Fall 2009. Accountability measures include measures of student success; access and affordability; diversity and inclusion; partnership with the State of Michigan; efficiency; public/private partnership; economic development; and sustainability. To accomplish the strategic vision, all the university's divisions, colleges, and departments were charged to develop strategic plans aligned with university goals and objectives.

The Kirkhof College of Nursing (KCON) Strategic Plan 2010-2015 was developed by a representative group of the Kirkhof College of Nursing, representing all constituents (Clerical Office Technical Staff, Administrative Professionals, Family Health Center personnel, Affiliate Faculty, Tenured/Tenure-line Faculty, and Administration). Guiding the development were the college's fundamental core values and beliefs, stated as follows.

Mission

The mission of the Kirkhof College of Nursing is to provide quality nursing education to a diverse population of students. Kirkhof College of Nursing strives to improve the well-being of people through leadership in nursing education, professional practice and scholarship.

Vision

The Kirkhof College of Nursing will be a regional, national, and international leader in:

- Educating individuals at the undergraduate and graduate levels for professional nursing practice, leadership, and scholarships.
- Developing creative partnerships with communities.
- Providing innovative research-based practice models to address the health needs of diverse populations.

Philosophical Beliefs

The Kirkhof College of Nursing as an academic unit of Grand Valley State University supports the University's values, goals and strategies associated with its mission of teaching excellence, active scholarship, and public service. The curricula provide educational experiences that encourage intellectual

achievement, critical thinking and self expression while maintaining emphasis on the importance of human values and cultures. The College initiates and maintains relationships within the University, West Michigan, and national, and global communities to share resources and knowledge in approaches to health care. The faculty role is to educate nurses who promote health and wellness, to share resources and knowledge in both conventional and alternative approaches to health care, to promote social justice, and to diagnose and treat a wide range of human responses to actual and potential health problems while holding the highest regard for those in their care. The baccalaureate degree provides the base for professional practice. Graduates of this program function as generalists and provide comprehensive care to individuals, families, groups, and communities. The master's degree provides nurses with advanced knowledge to function as advanced generalists in a variety of roles and settings. The doctor of nursing practice degree prepares nurses for the highest level of leadership in nursing practice, functioning as advanced specialists in clinical or administration practice roles. Core beliefs about persons, environment, health, nursing, and nursing education have been succinctly operationalized to inform education, scholarship, service, and practice.

Development of the Plan

Using the college's fundamental core values and beliefs as the context for the strategic plan, the following processes and documents guided the development:

- Trends Analysis (community, student population, faculty, patients/health trends, economic impact on education, technology, health care policy, psychological shifts, increased regulation, partnerships, current professional issues (nursing shortage, nursing education challenges)
- Input from the Community Advisory Board and the Community Advisory Council
- CCNE Standards for Accreditation; AACN Essentials of Baccalaureate Nursing Education, Essentials of Masters Education in Nursing; and the Essentials of Doctoral Education for Advanced Nursing Practice KCON Evaluation Plan

Goal One: The Kirkhof College of Nursing (KCON) supports the overall university tradition of liberal education, offering undergraduate and degree programs that are well-integrated and accredited, with policies and processes that support quality and diversity.

(University Goal One)

Objective 1.1: The strategic plans and processes of the KCON Inclusion Plan (implemented January 2010), will be fully integrated by 2012

(University Objective 1.2)

Objective 1.2: By the end of 2013, the KCON faculty and administration will implement revised Bylaws that reflect improved efficiency for achievement of stated objectives and the university's principles of shared governance.

(University Objective 1.3)

Objective 1.3: By the end of 2012, the KCON faculty and administration will implement revised Personnel Policies that are consistent with university related policies; and ensure an efficient, equitable, and quality review process.

(University Objective: 1.4)

(University Sub-Objective 1.4.3)

Objective 1.4: By Sp/Su 2012, implement a revised workload calculation model, consistent with requirements for delivering nursing education and with university workload guidelines.

(University Sub-Objective 1.4.4)

Objective 1.5: Achieve accreditation/re-accreditation for new and ongoing nursing degree programs.

(University Objective: 1.5)

Objective 1.6: Use online education strategies to facilitate nursing education across all degree levels as appropriate.

(University Objective: 1.7)

Objective 1.7: By 2015, KCON will have in place interprofessional exemplars in teaching (across all degree programs), scholarship, and service.

(University Objective: 1.8)

Objective 1.8: By Fall 2011, all community engagement efforts in KCON will be documented.

(University Objective 1.10)

Objective 1.9: By 2011, the revised undergraduate nursing curriculum will be implemented reflecting an interprofessional health minor that will meet required general education requirements and innovations for improved nursing education

(University Objective 1.11)

(Sub-Objective 1.11.1)

Objective 1.10 : By 2010, KCON will implement new ePDP staff performance model.

(University Objective 1.13)

Goal Two: The Kirkhof College of Nursing (KCON) provides an inclusive learning and working environment that attracts, retains, and supports a diverse community.

(University Goal Two)

Objective 2.1: By 2015, 100% of KCON faculty and staff will have had the opportunity to participate in graduated levels of intercultural competence training. (See Inclusion Plan)

(University Objective 2.2)

Objective 2.2: See KCON Inclusion Plan for increasing diversity among faculty and staff.

(University Objective 2.3)

Objective 2.3: By 2012, KCON will have evaluated current admissions, enrollment, and progression plans for undergraduate and graduate students based on relevant data with revisions made as indicated and implemented.

(University Objective 2.4)

Objective 2.4: By 2015, KCON will have increased opportunities for students to participate in a study abroad program during the nursing semesters.

(University Objective 2.5)

(University Sub-Objective 2.5.2)

Goal Three: The Kirkhof College of Nursing (KCON) provides a student-centered professional nursing education experience that fosters academic success; and prepares students for a nursing career through degree programs at the graduate and undergraduate levels that have clearly defined learning outcomes and a rigorous level of academic challenge.

(University Goal Three)

Objective 3.1: By 2015, 90% of KCON alumni and employer surveys will report satisfaction with degree preparation for entry level nursing (UG) or advanced nursing practice (Graduate)

(University Objective 3.3)

Objective 3.2: By 2015, KCON will expand effective service learning, co-curricular activities, and other experiential learning opportunities, reinforcing this pedagogy that links community service to academic coursework
(University Objective 3.4)

Objective 3.3: By 2015, KCON will expand high impact experiences for nursing students and faculty, with the development/implementation of intentional initiatives.
(University Objective 3.5)

Objective 3.4: By 2015, KCON nursing curricula will include an emphasis on the concept of sustainability as it relates to health and healthcare delivery.
(University Objective 3.6)

Objective 3.5: By 2015, KCON will have clearly defined, measurable program learning outcomes for the undergraduate, masters, and doctoral degree programs.

**Goal Four: The Kirkhof College of Nursing (KCON) will use regular and rigorous assessment results to inform decision-making.
(University Goal Four)**

Objective 4.1: By 2015, an increased number of administrators, faculty, staff, students, alumni, and employers will participate in rigorous assessment of college processes, performance evaluations, and/or outcomes.
(University Objective 4.1)

Objective 4.2: Course materials for KCON nursing courses include student learning outcomes linked to appropriate pedagogies.

4.2.1 By 2015 KCON will improve evaluation of teaching/learning in web enhanced, hybrid and online courses.

(University Objective 4.2)

Objective 4.3: By 2012, KCON will participate in the evaluation process of the outcomes and students' satisfaction with the university's student advising approach and structures, applied by the KCON Office of Student Services, Academic Advisors

(University Objective 4.3)

Objective 4.4: By 2015, KCON will have completed at least two full cycles of student learning outcome assessment critiqued by the University Assessment Committee (NOTE: KCON participates in national accreditation process – see KCON Objective 1.5)

(University Objective 4.4)

Objective 4.5: Through 2015, KCON will maintain or expand its current management system for assessment data.

(University Objective 4.6)

Objective 4.6: Through 2015, KCON will continue to collaborate with communities of interest to assess and inform educational needs/initiatives.

(University Objective 4.7)

Objective 4.7: Through 2015, KCON will provide an annual KCON accountability report to the college's Community Advisory Board, the Community Advisory Council, and the Alumni Council

(University Objective 4.8)

Goal Five: The Kirkhof College of Nursing (KCON) has the human resources and the physical and pedagogical infrastructures it needs to promote effective learning and teaching in all nursing degree programs.

(University Goal Five)

Objective 5.1: By 2015, KCON will increase the number of tenure and tenure track faculty.

(University Objective 5.1)

(University Sub-Objective 5.1.1)

Objective 5.2: By 2015, increase the number of staff for the ANMC(s) consistent with demand for patient visits and patient support services.

(University Sub-Objective 5.1.2)

Objective 5.3: By 2015, KCON has planned efficiently with facilities management, and procured space adequate to promote expansion of initiatives.

(University Objective 5.2)

KCON Objective 5.4: By 2013, educational opportunities are provided to KCON faculty in order to use new pedagogical best practices to achieve nursing student learning (see Objective 4.2)

(University Objective 5.3)

Objective 5.5: By 2015, KCON will have a comprehensive support structure for faculty, staff, and student scholarship and creative practices.

(University Objective 5.4)

(Sub-Objective 5.4.1)

(Sub-Objective 5.4.2)

**Goal Six: The Kirkhof College of Nursing (KCON) educates nursing graduates who are well-prepared to positively contribute to the promotion of health and well-being in West Michigan, the state, the nation, and the world.
(University Goal Six)**

Objective 6.1: KCON will have pass rates that exceed the national average for the National Council Licensure Exam and advanced certification exams.
(University Objective 6.1)

Objective 6.2: By 2015, the proportion of nursing graduates who secure employment in healthcare or a related field and/or enter graduate school will exceed 85%.
(University Objective 6.2)

**Goal Seven: The Kirkhof College of Nursing's stakeholders* are aware of and are supportive of the college's strategic vision and plans.
(University Goal Seven)**

*stakeholders = community partners; KCON alumni; KCON faculty, staff, and students; university community

Objective 7.1: KCON's Dean and Administrative Team will effectively communicate KCON's strategic budgeting priorities based on KCON's Strategic Plan, to students, faculty, staff, and other stakeholders.
(University Objective 7.2)

Objective 7.2: KCON's Dean, in collaboration with faculty representatives to GVSU's ECS, UAS, and Governance Committees, will advise of and interpret the university's strategic budgeting priorities and consequences of financial decisions to the KCON Community, including specific consequences to KCON.
(University Objective 7.3)

Objective 7.3 KCON as a community will ensure that lines of communication are open and trust is maintained with all stakeholders with regards to KCON's strategic vision/plan, and implementation thereof, to ensure KCON's work is framed for the needs of the 21st century.
(University Objective 7.4)

Goal Eight: The Kirkhof College of Nursing (KCON) has relationships with current and new constituencies that lead to

**these constituencies' involvement with, participation in, and support of resources to the Kirkhof College of Nursing.
(University Goal Eight)**

Objective 8.1: By 2015, KCON will have a reputation for academic excellence in graduate and undergraduate programs in the state and surrounding states.

(University Objective 8.1)

Objective 8.2: By 2015 KCON will have expanded partnerships that contribute to the health and development of Michigan citizens.

8.2.1: By 2015, the ANMC will be known as an exemplary model for student learning, consultation for a healthy university community, and translational research.

(University Objective 8.2)

Objective 8.3: By 2015, KCON will have an increased donor base to grow philanthropic based initiatives.

(University Objective 8.3)

(University Objective 8.5)

Goal Nine: By 2013, The Kirkhof College of Nursing (KCON) faculty will report that they are rewarded within the college of nursing for excellence in teaching effectiveness.