

Strategic Plan 2007-2010



Goal 1: Increase the number of BSN, MSN, and PhD graduates to address nursing workforce needs.		
Sub-Goal	Strategies (Direct Accountability)	Outcomes
1.1 Increase number of BSN Graduates by a Minimum of 50% from 156 graduates in 04-05 to 234 in 09-10. (ETSU Strategic Plan Goal) Graduate 40 MSHA-ETSU Evening-Weekend BSN students annually. Graduate 25 MSHA-ETSU Accelerated Second-Degree BSN students annually. (Contract Requirements)	Intensify student recruitment. (Associate Dean for Academic Programs & Student Services) <ul style="list-style-type: none"> • Monitor recruitment plans and outcomes. • Implement recruitment activities specifically to attract minority students. • Assess need for a full-time recruiter. 	
	Improve access to BSN tracks/courses. (Associate Dean for AP & SS/Chairs/BSN Program Coordinators) <ul style="list-style-type: none"> • Improve articulation with regional community colleges. (AD) • Increase the number of web-enhanced and online courses at the BSN level. (Chairs) • Explore the implementation of a cohort of traditional BSN's at the ETSU Kingsport Center pending faculty and resources. • Explore the addition/deletion of RN-BSN cohorts, pending enrollments and resources. 	
	Revise admission requirements for BSN programs by Fall 2008. (Associate Dean for AP & SS/BSN Program Director/Curriculum Committee) <ul style="list-style-type: none"> • Consider applicant interviews for admission process and including community RNs on the interview/admission committee. • Explore administering an aptitude test to applicants. • Develop a scoring system for admission if admission criteria includes more than GPA/course work. 	
	Improve traditional BSN student retention (percent of students who maintain full-time status in the major graduating in 150% of the program length) to: 75% by 2008; 80% by 2009; and 85% by 2010. (Associate Dean for AP & SS/Chairs/Curriculum Committee/Student Affairs Committee/Program Coordinators/Faculty) <ul style="list-style-type: none"> • Monitor progress and outcomes of the MSHA-ETSU Evening/Weekend BSN track. • Monitor progress and outcomes of the MSHA-ETSU Accelerated Second Degree BSN track. • Review and revise, as indicated, withdrawal (W and WF) policy. • Enhance the RN shadowing program (involve alumni; identify a coordinator for the activity). • Monitor students in academic difficulty within and across courses for early intervention. • Review, revise as indicated, and standardize remediation strategies. • Evaluate sequencing of courses in new BSN curriculum by Fall 2008 and revise as indicated. • Explore the offering of an Introduction to Nursing course or a service learning course for students prior to admission to the program. • Explore with students ways to improve the college's learning environment. • Improve student tracking via the computerized database. 	

	<p>Maintain partnership courses/enrollment expansion contracts (Dean/Associate Dean for AP&SS/Chairs)</p> <ul style="list-style-type: none"> • Maintain Wellmont Health System and MSHA enrollment expansion contracts. • Continue offering Critical Care course for regional hospital nurses. • Continue offering Health Assessment course for Tennessee Department of Health nurses. 	
<p>1.2 Increase number of MSN graduates by a minimum of 50% from 38 graduates in 04-05 to 57 graduates in 09-10. (ETSU Strategic Plan Goal)</p>	<p>Intensify MSN student recruitment. (Associate Dean for Academic Programs & Student Services)</p> <ul style="list-style-type: none"> • Monitor recruitment plans and outcomes by specialty and program. • Implement recruitment activities specifically to attract minority students. • Assess need for a full-time recruiter. 	
	<p>Review and revise MSN admission criteria and process by January 2008. (Associate Dean for AP & SS/MSN Program Directors/Curriculum & Instruction Committee)</p> <ul style="list-style-type: none"> • Remove the GRE requirement for applicants who have a 3.2 or higher BSN GPA. • Improve timeliness of processing of graduate applications and admitting students (e.g., require applications to be submitted to the college for copies and send original to School of Graduate Studies; admit students each semester; improve communication with applicants). 	
	<p>Improve MSN student retention (percent of students who maintain full-time status in the major graduating in 150% of the program length) to: 85% by 2008; 87% by 2009; and 90% by 2010 : (Associate Dean for AP&SS/Chairs/Student Affairs Committee/Faculty)</p> <ul style="list-style-type: none"> • Monitor students in academic difficulty within and across courses for early intervention. • Improve student tracking via the computerized database in relation to student retention and course projections. • Offer a writing course to students who demonstrate writing deficiencies. • Develop alternative methods of course delivery to improve program access/delivery. • Encourage graduate students to participate in the Tennessee Graduate Student Loan program. • Increase the number of students receiving scholarships, traineeships, financial assistance; Tennessee Graduate Student Loan Program; communicate opportunities better; track numbers. • Explore the feasibility of offering core courses more than once/year. 	
	<p>Analyze need for additional MSN specialties/programs or suspension of specialties. (Dean/Associate Dean for AP&SS/Chairs/Curriculum & Instruction Committee)</p> <ul style="list-style-type: none"> • Initiate an RN-MSN program by Fall 2008. • Explore the development of an interdisciplinary (Public Health/Business/Nursing) MHA program. • Evaluate low enrollment programs for viability and suspend admissions as indicated. 	

<p>1.3 Increase number of graduates with doctorates by a minimum of 50% from one graduate in 04-05 to two graduates in 09-10. (ETSU Strategic Plan Goal)</p>	<p>Improve student recruitment and retention (percent of students who maintain full-time status in the major graduating in 150% of the program length) of doctoral students. (Associate Dean for AP & SS/Chairs/Student Affairs Committee/Faculty)</p> <ul style="list-style-type: none"> • Assess need for a full-time recruiter. • Implement recruitment activities specifically to attract minority students. • Evaluate and revise course scheduling, as indicated, to increase enrollment while maintaining the integrity of the program. • Monitor recruitment plans and outcomes. • Increase the number of students receiving scholarships, traineeships, financial assistance; communicate opportunities better; track numbers. • Develop alternative methods of course delivery to improve program access. • Offer a writing course to students who demonstrate writing deficiencies. 	
	<p>Convert the DSN program to a PhD program by Fall 2007. (Dean/Associate Dean for AP & SS/Chairs/Curriculum Committee/Faculty)</p> <ul style="list-style-type: none"> • Prepare proposal in Spring 2007. • If approved, review and revise curriculum as indicated. • If approved, revise recruitment materials and strategies. 	
	<p>Develop a Doctor of Nursing Practice (DNP) program by Fall 2008. (Dean/Associate Dean for AP & SS/Chairs/Curriculum Committee/Faculty)</p> <ul style="list-style-type: none"> • Prepare pre-strategic planning proposal by July 2007 • Develop and process a curriculum proposal by Fall 2008. • Provide community education sessions (pre-recruitment sessions). 	

Goal 2: Provide high quality nursing programs.		
Sub-Goal	Strategies (Direct Accountability)	Outcomes
2.1 Provide high quality BSN, MSN, and doctoral programs.	Recruit, hire and retain sufficient, well qualified full-time faculty to staff all programs. (Dean, Chairs/Faculty Search Committee) <ul style="list-style-type: none"> • Analyze specific faculty needs on an ongoing basis. • Maintain aggressive faculty recruitment activities. • Increase base salaries for full-time faculty equal to or above the mean AACN salaries at comparable institutions. • Establish partnerships/contracts with agencies providing nursing staff who function as preceptors or part-time faculty. • Reward excellent outcomes with desired benefits (e.g., release time for research, service, practice; summer teaching; faculty development opportunities; administrative assignments; faculty awards; etc.) 	
	Improve faculty (full-time and part-time) orientation and teaching skills. (Executive Associate Dean/Chairs/Faculty Affairs Committee) <ul style="list-style-type: none"> • Plan, implement, and evaluate a week-long, paid, summer orientation for new and recently hired faculty by Summer 2007. • Provide faculty mentors for all new (full-time/part-time) faculty. • Provide faculty development sessions either on campus or external to the campus at least annually. • Develop a CD for faculty orientation for use with part-time faculty or as needed. 	
	Maintain the integrity/ and enhance the quality of all curricula. (Program Coordinators/ Curriculum Committee/Chairs/Faculty) <ul style="list-style-type: none"> • Conduct a curriculum review of each program in 2007 and 2009. • Coordinate content, exams, assignments, clinical experiences on a semester basis. • Provide faculty with a review of HESI and NCLEX data at least annually. • Explore the development and use of a skills check list, by course, in all initial BSN licensure programs. • Increase the number of clinical simulated learning experiences required by students at BSN and MSN levels; involve graduate students in the division's simulation lab. • Increase the use of expert guest lecturers in didactic classes. • Evaluate the current testing system (PAR) and enhance or replace it as indicated by January 2008. 	
	Improve tutoring/mentoring opportunities for students. (Associate Dean for AP & SS/NURSE Center and Testing Center Directors) <ul style="list-style-type: none"> • Secure funding for additional tutors. • Secure additional space for LRC, NURSE Center, and Testing Center. • Develop and implement a computerized tracking system for students being tutored and analyze outcomes. 	

	<p>Secure sufficient high quality clinical placement sites as evidenced by student and faculty evaluations. (Dean/Chairs/Faculty)</p> <ul style="list-style-type: none"> • Collaborate with clinical partners to purchase and implement an online clinical placement system by Spring 2008. • Explore the need for a clinical placement coordinator. • Expand alternate sites for clinical placements • Survey BSN and MSN students for satisfaction with clinical placement site. 	
	<p>Increase the number of undergraduate students participating in the Honors-in-Discipline (HID) program so that the following numbers of students will complete the HID program: FY 08 – 10 students; FY 09 – 15 students; FY 10- 20 students. (Honors Program Coordinator/Chairs/Faculty)</p> <ul style="list-style-type: none"> • Develop an infrastructure for the HID program; maintain a coordinator for the program and increase the numbers of faculty serving as mentors. • Develop a core of HID faculty to conduct seminars. • Provide mentoring for new HID faculty mentors. • Evaluate and revise, as indicated, course enhancements for honors courses. • Develop workload guidelines in promoting faculty participation as HID mentors. • Explore the establishment of an endowment to meet financial needs of the program. 	
	<p>Improve the delivery of online courses. (Dean/Associate Dean for AP & SS/Chairs/ Faculty)</p> <ul style="list-style-type: none"> • Survey faculty development needs re delivery of online courses by Spring 2008. • Secure an in-house instructional design staff member for support of faculty teaching online courses by Fall 2007. • Provide formal and informal faculty development related to online course delivery. • Develop and use improved evaluation instruments for online courses. • Develop a best practices document for CON online courses. 	
	<p>Maintain or improve program outcomes. (Chairs/Faculty)</p> <ul style="list-style-type: none"> • Maintain NCLEX scores above mean state and national pass rates each semester. • Maintain certification pass rates for each MSN specialty at or above national pass rates. • Maintain a 70% placement rate for BSN graduates as assessed prior to graduation. 	

Goal 3: Provide culturally diverse opportunities for students and faculty.

Sub-Goal	Strategies (Direct Accountability)	Outcomes
<p>3.1 Offer regularly-scheduled, affordable international and domestic exchange opportunities to enhance student knowledge of cultural diversity in health care and in communities.</p> <p>A minimum of 25 graduate and undergraduate students will engage in study abroad or study at home programs in 08-09.</p> <p>A minimum of 35 graduate and undergraduate students will engage in study abroad or study at home programs in 09-10.</p>	<p>Develop an infrastructure to promote international and cultural experiences. (International & Cultural Programs Coordinator/Chairs/Faculty)</p> <ul style="list-style-type: none"> • Establish an International/Cultural Diversity Task Force by Fall 2007. • Survey faculty to determine international interest, cultural experiences and contacts. • Establish relationships with the Honors College International Office. • Establish policies and procedures for the international/cultural diversity program. • Develop workload guidelines to promote faculty participation in cultural exchanges/support of student experiences. • Explore the establishment of an endowment to meet financial needs of the program. <p>Schedule international and domestic offerings. (Chairs/Faculty)</p> <ul style="list-style-type: none"> • Use summers and semester breaks. • Regularly offer the Global Health Issues course for graduate and undergraduate students. • Continue to strengthen relationships with Vanersborg, Sweden and Guaranda Ecuador. • Establish new international and domestic exchange opportunities. 	

Goal 4: Engage in faculty and/or student research and scholarly activities that improve health and advances nursing knowledge.		
Sub-Goal	Strategies (Direct Accountability)	Outcomes
4.1 Increase peer-reviewed research publications by CoN faculty members from: 9 in 05-06 to 18 in 09-10	Support faculty members in writing activities. (CNR Director and Staff, Chairs) <ul style="list-style-type: none"> • Provide writing workshops or courses. • Encourage follow-up with individuals who present at professional meetings or complete research projects. • Devise an informal mentoring system to encourage writing, including a writing group. • Meet specifically with those who have recently finished dissertations to plan for manuscripts. • Provide CNR assistance in finding appropriate peer-reviewed journals for manuscript submission. • Feature authors at time of publication in <i>Friday News</i>. • Monitor and report research publications. • Assist with negotiation of authorship as needed. 	
	Increase the number of collaborative student/faculty research projects and publications. (CNR Director and Staff, Chairs, Faculty) <ul style="list-style-type: none"> • Identify specific faculty to include students in research/writing (Honors, GAs, MSN, PhD advisors). • Implement doctoral student grant program. • Use Student Research Day as a yearly venue for student presentations. • Refine system to track student-faculty outcomes for university reporting (publications and presentations). • Target specific courses for student participation. • Develop GA training to improve helpfulness to faculty members. 	
4.2 Increase research associated with Faculty Practice Network from 1 in 05-06 to 5 in 09-10	Expand the number of research projects within the Faculty Practice Network (FPN) (CNR Director and Staff, Director of Practice, CHC Executive Director, Clinic Directors, Faculty and Office of Practice Staff) <ul style="list-style-type: none"> • Continue ongoing projects: <ol style="list-style-type: none"> 1. continue involvement in SCN (Deb Gott); 2. continue involvement with nurse managed center data; 3. continue diabetes improvement project (Patti Vanhook); and 4. continue involvement in CareSpark (Nancy Alley) • Initiate new projects in the FPN: <ol style="list-style-type: none"> 1. devise FPN research project(s) that uses HealthPro data; for a health services research project; 2. devise FPN project(s) that involves a patient survey; 3. devise FPN(s) project that involves chart review; 4. use the CHC health plan as a guide in developing research; and 5. incorporate upcoming EMR as part of research process. 	
	<ul style="list-style-type: none"> • Devise all FPN projects in collaboration with clinic directors and Director of Practice. • Create research opportunities and invite faculty members to invite to participate. • Continue Clinical Research Associate position as long as funding feasible. 	

<p>4.3 Increase number and amount of funded research projects with an increase from:</p> <p>0 RDCs in 05-06 to 4 in 09-10; 0 R03, R21, R15 or K Awards in 05-06 to 1 to 2 in 09-10; 0 R01 in 05-06 to 1 in 09-10.</p> <p>At least one foundation grant by 09-10;</p> <p>At least one other source of external research funding by 09-10.</p>	<p>Refine support for research development. (Dean, Chairs, CNR Director and Staff, Faculty)</p> <ul style="list-style-type: none"> • Revise grant processing guidance and place on research web page. • Place all grant forms on research web page. • Continue grant tracking reports. • Communicate regularly with ORSP to assure a smooth working relationship. • Serve as a “single point of contact” for ORSP/grant processing. • Continue data entry or scanning support. • Continue research planning and data analysis support. • Assist with IRB development. • Confer with chairs re departmental needs, goals, and strategies to achieve. • Activate program of internal/external mentors for CoN faculty members. • Explore possibility of a Visiting Scholar. • Disseminate CNR and other campus resources to assist research. • Provide education on grant writing – internal or external workshops. • Recruit “seasoned” researchers as faculty members (chairs, dean). • Propose Faculty Scholar role to provide up to half-time research assignment for selected faculty members, including formal agreements for progress and outcomes – model after Faculty Loan Repayment Scholars. • Identify potential research projects from service grants. • Seek continued funding of the Joyce Bassham Faculty Fellowship (or other funding sources). • Use internal CoN grants as pilot funding for larger projects. 	
<p>4.4 Maximize effectiveness of CNR.</p>	<p>Evaluate and improve services of the Center for Nursing Research. (CNR Director and Staff)</p> <ul style="list-style-type: none"> • Document faculty use of the Center. • Survey for most useful services. • Create method to assess user satisfaction with services. <p>Provide overall support of research dissemination. (CNR Director and Staff)</p> <ul style="list-style-type: none"> • Conduct annual Fall Research Forum; include graduate students. • Consider most effective format for Forum. • Conduct yearly nurse theorist conference in partnership with STT. • Implement travel and media grant support program. 	
<p>4.5 Facilitate CON quality improvement and evaluation initiatives</p>	<p>Contribute to quality improvement and evaluation efforts. (CNR Director, Statistician)</p> <ul style="list-style-type: none"> • Provide data management. • Conduct evaluation projects for Academic Programs, Clinics, Faculty and Administrators. • Continue and refinement of TCN research projects. • Continue Disadvantaged Student Survey. • Develop new projects as needed. 	

<p>4.6 Facilitate interdisciplinary collaboration in research and scholarly activities</p>	<p>Implement Appalachian Center for Translation Research in Disparities. (CNR Director and Staff, ACTRID PI and Coordinator)</p> <ul style="list-style-type: none"> • Maintain pilot grant program. • Maintain education activities. • Maintain community connections. • Implement P20 if funded/resubmit P20 if not funded. 	
	<p>Enhance internal and external research affiliations. (CNR Director, Chairs)</p> <ul style="list-style-type: none"> • Maintain connection with Primary Care Research Center. • Participate in Division-wide research activities. • Seek research partnerships outside DHS. • Publicize collaboration opportunities to faculty. • Seek external collaborations (example: Wake Forrest University). 	

Goal 5: Deliver innovative health care in partnership with communities.		
Sub-Goal	Strategies (Direct Accountability)	Outcomes
5.1 Obtain adequate physical facilities to meet clinic needs.	<p>Coordinate plans and actions to meet space needs (ED, Governing Board, Dean, Director of Practice, Business Director)</p> <ul style="list-style-type: none"> • Secure funding to rent, purchase or construct expanded physical facilities for JCDC. • Secure funding to rent, purchase, or construct expanded physical facilities for MCEHHC. • Move to newly constructed space for the Elementary School Clinic in Hancock County. 	
5.2. Evaluate specific services offered at each site to determine if community needs are being met.	<p>Involve internal and external constituencies in evaluating current services. (ED, Governing Board, Dean, Director of Practice, Clinic Directors and Staff)</p> <ul style="list-style-type: none"> • Work with agencies and groups in Washington County to determine needed, non-duplicative services for the Day Center. • Determine specific needs for primary care mental health services at each site and identify strategies to meet those needs. • Expand volunteer specialist physician services at JCDC. • Analyze clinic and central practice office staff composition, numbers, and roles for adequacy in meeting the community's needs at each site. • Explore ways to assist uninsured patients with laboratory costs at MCEHHC and HCSBC. • Continue work with College of Pharmacy to determine the feasibility of establishing an on-site pharmacy at JCDC. 	
5.3. Expand College of Nursing health care services in response to community needs.	<p>Analyze community needs and plan/implement expanded services (ED, Governing Board, Dean, Director of Practice, Clinic Directors and Staff)</p> <ul style="list-style-type: none"> • Continue to meet with North Side School personnel. (JCDC) • Continue to explore with Johnson County School personnel interest in and need for school health care services. (MCEHHC) • Continue conversations with Washington County School superintendent about expansion of services to other county schools. (W.C. Schools) • Initiate, and with supportive data, expand acute/urgent care services for university faculty and staff. (SHS) • Continue to work with the Riverview Community and Kingsport Housing Authority to determine the need for and feasibility of a primary care clinic within the Riverview community. 	

<p>5.4. Analyze funding sources, clinic and community needs, current services, productivity, and other factors to insure current and future fiscal viability.</p>	<p>Monitor factors at each clinic site and implement actions to improve fiscal viability. (ED, Governing Board, Director of Practice, Clinic Directors, Business Director)</p> <ul style="list-style-type: none"> • Conduct regular meetings of clinic directors, business director and Executive Director and/or Director of Practice to focus on current and future fiscal status. • Work with Center for Nursing Research and other university resources to locate grant and other funding opportunities for specific programs and projects. • Communicate grant opportunities to CON faculty members with interest in the grant focus. • Expand marketing to increase clinic visibility. • Evaluate and improve, as indicated, business practices related to claims and collections. • Increase outreach to underserved clients, Medicare clients, insured clients and others. 	
<p>5.5 Promote an optimal environment at each site to promote quality care, safety, and patient and staff satisfaction.</p>	<p>Evaluate physical, cultural, human and other aspects of overall clinic environments and implement actions as indicated (ED, Governing Board, Director of Practice, Clinic Directors, Business Director)</p> <ul style="list-style-type: none"> • Include discussions of clinic environment at clinic staff meetings and solicit ideas for improvement. • Evaluate incidents, accidents, grievances, reports and other data to identify risk management actions. • Insure currency of infection control/OSHA and other requirements. • Identify actions that are needed based on client and staff satisfaction surveys. • Fully implement staff orientation plans developed in 2006-07. 	
<p>5.6 Insure quality care.</p>	<p>Use nationally recognized standards of care to evaluate current care practices, implement steps to improve practice as needed, and analyze results of changes in practice (Clinic Directors and Clinic Staff, Executive Director, Director of Practice)</p> <ul style="list-style-type: none"> • Continue discussions of national standards of care at Directors' Meetings. • Work with Center for Nursing Research to identify specific screening and care management areas for chart review or other QA measures. • Use QA review data to identify needed changes in practice to meet standards of care. 	
<p>5.7 Initiate the use of electronic health records at each site.</p>	<p>Determine and obtain the resources needed for implementation of EHR (Business Director, Executive Director, Director of Practice, Clinic Directors, Site Coordinators).</p> <ul style="list-style-type: none"> • Consult with other sites using NextGen. • Provide education to central practice and clinic staff on the use of electronic health records. • Develop templates to facilitate quality care. 	
<p>5.8 Enhance the education, scholarship and faculty practice goals of the CON.</p>	<p>Increase faculty and student involvement in the practice sites (Executive Director, Director of Practice, Clinic Directors, CON Department Chairs, CON Director of Research).</p> <ul style="list-style-type: none"> • Inform faculty through Friday News, Faculty Council, and individual meetings about practice, research, and student learning opportunities at each site. • Insure that faculty, students, and clinic staff use identified processes for scheduling student learning experiences and faculty practice at the clinics. • Use results of student surveys and interviews to optimize learning experiences. 	

Goal 6: Influence systems and policies, through professional leadership, to improve health.		
Sub-Goal	Strategies (Direct Accountability)	Outcomes
6.1 Develop and support students to fulfill leadership roles within the college, the university, the profession, and the community.	Develop a leadership program for CON students. (Chairs/Faculty) <ul style="list-style-type: none"> • Survey existing student leaders/faculty to identify leadership opportunities in the CON, the community and the profession. • Establish relationships with the Office of Leadership and Learning in Student Affairs. • Explore the establishment of an endowment/fund to meet financial needs of the program/leadership activities. • Develop workload guidelines for release time for faculty participating in significant student leadership activities 	
	Increase the number of undergraduate and graduate students participating in leadership activities (Chairs/Faculty) <ul style="list-style-type: none"> • Enhance BSN courses to include more leadership experiences; add global leadership content to the Global Health Issues course. • Review all clinical evaluation instruments to assure the assessment of leadership behaviors. • Encourage all students to attend conferences, professional meetings, and participate in community leadership activities. • Publicize opportunities for students to obtain international leadership experiences. • Track the numbers of students involved in professional, community, and college/university leadership activities. 	
6.2 Increase the number of faculty who serve as role models in influencing systems and policies, through professional leadership.	Encourage faculty to role model professionalism through membership and activities in professional nursing organizations and through other leadership activities that influence systems and policies. (Dean/Chairs) <ul style="list-style-type: none"> • Support faculty participating in significant leadership activities. • Track membership and leadership roles in ANA/TNA and other professional nursing organizations, annually. • Track participation in leadership activities at college, university, local, state and national levels, annually. (Identify major outcomes.) 	