

UNIVERSITY OF MAINE AT FORT KENT

Division of Nursing

“Serving the community since 1981”



2007-2010 Strategic Nursing Plan Draft

Prepared by the members of the Division of Nursing
With input from the community of interest

Division of Nursing Faculty & Staff
2007

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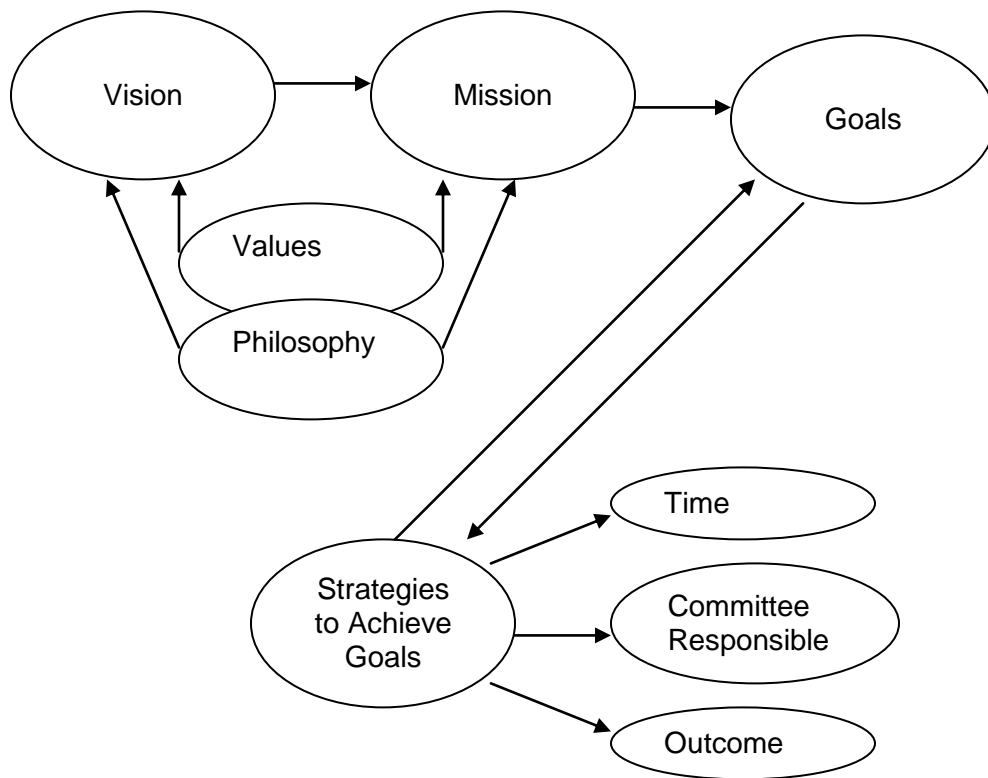
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University of Maine at Fort Kent
2007-2010 Strategic Nursing Plan

Table of Contents

	Page
Nursing Strategic Planning Framework	3
Nursing Vision	4
Nursing Mission	4
Nursing Philosophy	4
Nursing Goals	5
UMFK Priorities	6
Nursing Objectives, Strategies, Measures, Committee Responsible, Outcomes	
• Program Quality Initiatives:	7
○ Mission and Governance	7
○ Institutional Commitment and Resources	9
○ Curriculum and Teaching Learning Practices	12
• Program Effectiveness Initiatives:	16
○ Student Performance and Faculty Accomplishments	16

STRATEGIC PLANNING FRAMEWORK



UNIVERSITY OF MAINE AT FORT KENT
Division of Nursing
Program Mission, Vision, Philosophy and Goals/Objectives

Program Mission

As an integral part of its parent institution, The Division of Nursing is committed to quality liberal arts education of professional nurse leaders serving rural northern Maine and beyond. Our mission is to educate caring, competent, and professional nurses who participate in maintaining, promoting, and optimizing the ever-changing health and well-being of clients and communities.

Program Vision

The University of Maine at Fort Kent (UMFK), Division of Nursing continually promotes excellence, innovation, and creativity in the educational preparation of baccalaureate nursing graduates.

Program Philosophy

Consistent with the ideals of the University of Maine at Fort Kent, the faculty of the Division of Nursing value quality nursing education that is professional in scope and founded upon an expanding body of knowledge drawn from the theory, practice, and research of nursing and other disciplines. Faculty, as a community of scholars, fulfills this mission through teaching, practice, research, and service to the institution, the community, and the profession.

As faculty:

We believe **person** to be an individual, family, and/or the greater community. The person is viewed as unique, holistic, and greater than the sum of the biopsychosocial and spiritual dimensions.

We believe that professional **nursing** is a continuously evolving evidence-based profession that facilitates health promotion and maintenance, disease prevention, and the attainment of optimal wellness for the person.

We believe that **health** is unique to each person and evolves from values, beliefs, culture, and environmental factors that influence the attainment of optimal wellness, comfort, and fulfillment throughout the life cycle.

We believe that the **environment** is comprised of internal and external factors such as physical, social, cultural, spiritual, economic, and political dynamics that influence the attainment of wellness. A multicultural rural focus is emphasized in the curriculum, thereby enabling students to provide care for persons in diverse settings.

We believe that **teaching and learning** are active and cooperative processes that stimulate the development of skills in inquiry, critical thinking, and communication. Teachers and learners are accountable for self directed, life-long learning as they progress toward increasing levels of autonomy, professional development, and competent care. Faculty members are involved in the scholarship of teaching,

application, integration, and discovery as they assume their place within the greater community.

The **liberal arts** permit the student to obtain a core of diversity and a solid foundation in education from the arts, philosophy, sciences, and humanities. Integration of this well-grounded liberal arts education allows the student to apply knowledge gained to professional practice by facilitating ethical decision-making, cognitive, and critical thinking skills development.

The **nursing process** is a cognitive process requiring expertise in clinical judgment derived from scientific and ethical knowledge. It is a problem solving method of nursing practice through which the nurse identifies and meets health care needs of individuals, families, groups and communities. The nursing process consists of a systematic series of nursing actions directed toward promoting optimal wellness. Such actions may be conducted independently or in collaboration with other members of the health care team.

Program Goals

In fulfillment of this mission, the Division of Nursing will:

- provide responsive, quality baccalaureate nursing education that fosters and facilitates the development of professional nurses prepared to meet the health care needs of a multicultural society;
- develop creative and innovative educational methodologies that serve a diverse student population;
- prepare professional nurses as generalists who will become leaders in promoting, maintaining and optimizing healthy communities;
- provide a community-based liberal arts educational program that utilizes a holistic approach focused on health promotion and optimal wellness;
- prepare professional nurses who will meet evolving technology and health care needs within a complex society;
- promote professional skills, values, and responsiveness to the greater community;
- provide opportunities for faculty and students to pursue scholarly endeavors such as teaching, practice, service, and research; and,
- develop, foster, and maintain collaborative partnerships with the community and other institutions.

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PROGRAM QUALITY INITIATIVES:

Mission and Governance**Goal I**

Provide responsive, quality baccalaureate nursing education that fosters and facilitates the development of professional nurses prepared to meet the health care needs of a multicultural society.

OBJECTIVE	STRATEGY	MEASURE	RESPONSIBLE COMMITTEE	OUTCOME
The Division of Nursing (DON) achieves 90% satisfaction in meeting diverse community health care needs	Establish Nursing Advisory Council (NAC) membership criteria, which reflects diverse health care interests	Review membership list annually	Business Committee	
	Survey and receive satisfaction input from NAC	Annual Survey, Spring	Evaluation Committee	
	Conduct both clinical and site evaluations	Annual Evaluations, Spring	Evaluation Committee	
	Implement clinical placements across the lifespan (LTC, community, acute, public health)	Annual, Clinical site review reveals placement in diverse areas and specialties	Curriculum Committee	
Student representation for program input is maintained at all levels (Freshman, Sophomore,	Select a freshman, sophomore, junior, and senior representative prior to the first curriculum meeting each fall.	Full student body representation, Annual	Curriculum Committee	

OBJECTIVE	STRATEGY	MEASURE	RESPONSIBLE COMMITTEE	OUTCOME
Junior and Senior)	Each representative is invited to attend each curriculum committee meeting to share student body concerns over curricular issues.			
Maintain currency in program materials that recognize our distinct characteristics and expand recognition to state and national levels.	Maintain current website	Annual Update	Business Committee; IT	
	Maintain current promotional materials	Biannual Update	Business Committee; Admissions	
□ Small student – faculty ratio	Maintain adequate faculty numbers to achieve the following faculty - student ratio: <input type="checkbox"/> 1:25 classroom <input type="checkbox"/> 1:20 online <input type="checkbox"/> 1:15 laboratory <input type="checkbox"/> 1:8 clinical	Faculty/Student Ratio in Annual Report	Business Committee Curriculum Committee	
□ Focus on rural nursing	Develop an additional rural nursing elective course	By Fall 07	Curriculum Committee	
	Work collaboratively with other divisions to establish rural center for sustainability and development	Intent to plan spring 2007; grant application	Center for Rural Sustainable Development Committee	
	Consultant to review nursing curriculum to advise on injecting rural theme throughout curriculum	Libra Application for Dr. Angeline Bushy in Fall 2007	Curriculum and Continuing Education Committees	

OBJECTIVE	STRATEGY	MEASURE	RESPONSIBLE COMMITTEE	OUTCOME
□ Distance education	Continue to deliver quality on-line courses to Registered Nurses	Course Evaluations reflect student satisfaction	Evaluation Committee	
	Develop curriculum and course projects that reflect demographic health care needs	Nursing Syllabi	Curriculum Committee	

Institutional Commitment and Resources

Goal 2

Prepare professional nurses who will meet evolving technology and health care needs within a complex society.

OBJECTIVE	STRATEGY	MEASURE	RESPONSIBLE COMMITTEE	OUTCOME
Support faculty development	Secure faculty development funds	Two fully funded professional conferences per year per faculty	Business; Academic Development	
	Provide support for faculty to participate in scholarly activities	Grant and manuscript writing and review support (# of grants and manuscripts)	Business; Trustee Professorship	
		Obtain Libra monies to invite nursing scholars to campus to help meet faculty education needs	Business; Libra	
	Support of faculty achievement of doctoral studies	Workload release (3 cr./semester) or Financial support (\$1,500/year)	Business	
Maintain support for program technology needs	Provide faculty with support for distance delivery of curriculum.	Blackboard training 1:1 IT support person	Business; Academic Computing	
	Maintain state-of-the-art technology for faculty	Update faculty computers every 3	Business	

OBJECTIVE	STRATEGY	MEASURE	RESPONSIBLE COMMITTEE	OUTCOME
	<p>Maintain current library holdings</p> <p>Student resources for distance education</p> <p>Maintain state-of-the-art Nursing Resource Center facility.</p> <p>Develop Capital Needs Plan for NRC</p>	<p>years and software as necessary</p> <p>Annual review of library holdings every December.</p> <p>\$3,000/year of new acquisitions per Brandon Hill list</p> <p>Tutorials available re: computer literacy, WebCT, e-mail, e-books, library access/searches</p> <p>Letter sent out prior to each semester from IT and Division of Nursing</p> <p>Inventory reviewed annually (summer)</p> <p>100% funding allocations applied (annually) to existing and identified needs per inventory and requests</p> <p>Identify needs and share with</p>	<p>Business</p> <p>Library Committee; Business</p> <p>Business; Distance Education Coordinator</p> <p>Business; Distance Education Coordinator</p> <p>NRC Manager; Business</p> <p>NRC Manager Business</p> <p>Business NRC Manager</p>	

OBJECTIVE	STRATEGY	MEASURE	RESPONSIBLE COMMITTEE	OUTCOME
	Recruit and retain qualified faculty for open positions and anticipated needs as determined by increased student enrollments goals.	<p>Administration</p> <p>Maintain ratios of: 1:25 classroom 1:20online 1:15 laboratory 1:8 clinical</p> <p>Admissions/Enrollment Goals Basic: 35 freshman students admitted every fall ABSN: 6 accelerated students admitted every spring RN-BSN: 10 graduates/year</p>	<p>Nursing Search</p> <p>Admissions, Advancement, Advisement Committee</p>	

OBJECTIVE	STRATEGY	MEASURE	RESPONSIBLE COMMITTEE	OUTCOME
<p>Establish secure annual funding for new student recruitment to achieve enrollment goals.</p>	<p>Promote program via media, brochures, Internet, recruitment fairs (local, state, national)</p>	<p>Maintain funding for recruitment activities: -campus open house -school visits -guidance counselor & education -recruitment fairs -media advertising</p> <p>Initiate annual Nursing Discovery Camp (summer)</p> <p>Monthly article in local newspaper about DON activities</p> <p>Nursing faculty to participate in Valley's View filming three times per year</p>	<p>Business; Admissions, Advisement, Advancement Committee; Public Relations</p> <p>Business; Special Initiatives Fund</p> <p>Business; SNO; Public Relations</p> <p>Public Relations</p>	
<p>Increase diversity in student population</p>	<p>Promote program to male students and increase enrollment efforts outside of Aroostook County</p>	<p>Nursing faculty to visit high schools in southern Maine</p>	<p>Business; Admissions, Advisement, Advancement Committee</p>	

Curriculum and Teaching Learning Practices

Goal 3

Develop creative and innovative educational methodologies that serve a diverse student population.

OBJECTIVE	STRATEGY	MEASURE	RESPONSIBLE COMMITTEE	OUTCOME
Decrease attrition rates through admission to graduation	Identify current credit hour generation for baseline	Fall 07 Statistical Report	Business Committee/ Office of Institutional Research Person	
	Institute use of HESI Entrance Exam	Either use exam to determine admission or use for advising purposes	Evaluation Committee	
	Analyze factors contributing to freshman success	Outline factors contributing to freshman success	AAA Committee	
	Implement a stream-lined process for evaluating, admitting, and enrolling transfer students	Provide evaluation of academic work	AAA Committee, Admissions, Registrar	

OBJECTIVE	STRATEGY	MEASURE	RESPONSIBLE COMMITTEE	OUTCOME
<p>Maintain nursing credit hour generation</p>	<p>Offer traditional and non-traditional options to credit generation</p> <p>Identify current credit hour generation for baseline</p> <p>Increase number of nursing electives available for BSN and RN-BSN students</p> <p>Advertise RN-BSN program with UNET and other entities such as visiting hospitals annually</p> <p>Get Accelerated-BSN program approved and established, and advertise</p> <p>Apply for HRSA career ladder grant monies to obtain funding to assist with developing totally on-line generic program for students</p>	<p>Increase 10% by Fall 05</p> <p>Fall 07</p> <p>Beginning Fall 03, offer NUR230 as elective</p> <p>Spring 04</p> <p>Fall 03 to Spring 04</p> <p>Spring 04 Application</p>	<p>Business Committee</p> <p>Business Committee/ Institutional Research Person</p> <p>Curriculum Committee AAA Committee</p> <p>AAA Committee Business</p> <p>AAA Committee</p> <p>Business Committee</p>	

OBJECTIVE	STRATEGY	MEASURE	RESPONSIBLE COMMITTEE	OUTCOME
	at a distance			
	Incorporate multiple asynchronous instructional technologies	Syllabi review	Curriculum Committee	
	Develop and recruit a marketing plan to target diverse student populations	Marketing and Recruitment Plan to include strategies to attract diverse students	AAA Committee	
	Explore opportunities for program delivery to international and national students.		Curriculum Committee	

Curriculum and Teaching Learning Practices

Goal 4

Provide community-based liberal arts educational program that utilizes a holistic approach focused on health promotion and optimal wellness.

OBJECTIVE	STRATEGY	MEASURE	RESPONSIBLE COMMITTEE	OUTCOME
Maximize liberal arts learning in the nursing curriculum to support a holistic approach	Reevaluate general education requirements and create interdisciplinary courses	Syllabi review; general education review; number of interdisciplinary courses	Curriculum Committee	
Further develop and implement instructional strategies to prep students to care for diverse and underserved populations	Develop international student and educational experiences	Increased involvement of students and faculty in International nursing experiences	Curriculum Committee	
	Implement and evaluate instructional objectives related to care for diverse and underserved population	Syllabi review	Curriculum Committee	
Evaluate curricular learning experiences to ensure congruency with demographic needs of the community	Obtain information on the demographic and health care needs of the community	Syllabi review, mapping of learning experiences	Curriculum Committee	
	Develop creative experiences for nursing students	Nurse Externship program	Curriculum Committee	

OBJECTIVE	STRATEGY	MEASURE	RESPONSIBLE COMMITTEE	OUTCOME

PROGRAM EFFECTIVENESS INITIATIVES:

Student Performance and Faculty Accomplishments

Goal 5

Prepare professional nurses as generalists who will become leaders in promoting, maintaining and optimizing healthy communities.

Goal 6

Promote professional, skills, values, and responsiveness to the greater community.

OBJECTIVE	STRATEGY	MEASURE	RESPONSIBLE COMMITTEE	OUTCOME
Maintain evaluation of program effectiveness	Maintain establish benchmarks (see Student Performance and Program Effectiveness Plan document)	Survey students, graduates, alumni, and employers to determine if benchmarks are being met. <ul style="list-style-type: none"> • Employment rate • Student performance on eight program outcomes • Program Effectiveness: 1) student performance evaluation; 2) employer program evaluation; 3) graduate program evaluation; 4) employment rate; 5) graduate accomplishment; 6) NCLEX 1st time pass rate; 7) faculty accomplishments; 8) student accomplishments 	Evaluation Committee	
To update methods of systematic collection of data related to	Apply for funding through strategic initiatives to update both the generic student and	Funding obtained in Fall 03, and data base changes implemented	Evaluation and Business Committee	Funding obtained to make database changes

OBJECTIVE	STRATEGY	MEASURE	RESPONSIBLE COMMITTEE	OUTCOME
<p>admission, retention, attrition, program outcomes, and program completion for the BSN programs</p> <p>Increase enrollment and graduate numbers</p>	<p>RN-BSN student databases for tracking purposes</p> <p>Improve academic advising and student advisement needs</p> <p>Develop and implement a faculty advisement program, to include clinical instructors, specifically for new faculty</p>	<p>by the end of Fall 03</p> <p>Student satisfaction</p> <p>Evaluate student demographic data:</p> <ul style="list-style-type: none"> • Employment • Stressors • Scholarships • Financial Aid • Commuting status <p>Average SAT or ACT scores for nursing entering Freshman</p> <p>Year-to-year Freshman Retention Rate</p> <p>Evaluate admission, retention and attrition rates</p> <p>Number of students receiving national or recognition or award</p> <p>Faculty satisfaction</p>	<p>AAA Committee</p> <p>Business Committee</p>	<p>Increased enrollment</p>

OBJECTIVE	STRATEGY	MEASURE	RESPONSIBLE COMMITTEE	OUTCOME
	Advertise: <ul style="list-style-type: none"> • Accelerated BSN program • Basic BSN program • Online RN-BSN program • Hospital recruitment for RN-BSN students Recruit Community College students into nursing courses waiting to get into ADN programs Maintain centralized recruitment plan for qualified students Host a Nursing Discovery Camp each summer in collaboration with NMMC to promote nursing and interest of aspiring students	See Recruitment Plan Enrollment numbers Annual review and implementation of recruitment plan Apply to strategic initiatives for funding Fall 06 After Summer 2007, camp will pay for itself	AAA Committee AAA Committee AAA Committee AAA Committee Continuing Education NMMC Retention and Recruitment Committee	
Update methods of systemic collection of data.	Work collaboratively with the Alumni Office and Student Success Coordinator to develop a systematic method of data collection related to alumni employment, certifications, and pursuit of advanced degrees	Develop Alumni Survey Fall 03	Evaluation Committee	Distribute survey to nursing alumni

Student Performance and Faculty Accomplishment

Goal 7

Provide opportunities for faculty to pursue scholarly endeavors such as teaching, practice, service, and research.

OBJECTIVE	STRATEGY	MEASURE	RESPONSIBLE COMMITTEE	OUTCOME
Increase research initiatives	Increase research initiatives and publication	Evidence of funded faculty research	Continuing Education	
Increase publication productivity	Identify faculty research interests	Number of research projects		
Increase opportunities for professional development and faculty scholarship	Convene focal research groups	Number of grants proposals submitted	Advisory Council	
	Procure ongoing funds for faculty development	Total number of refereed presentations or papers presented at local or national organizations		
	Alert faculty to call for abstracts			
	Display current faculty research and scholarly publications			
Increase scholarly activities	Work collaboratively on publications	Total number of publications in refereed journals		
		Total number of chapter/article reviews and Presentations		
		Number of tenured faculty		

OBJECTIVE	STRATEGY	MEASURE	RESPONSIBLE COMMITTEE	OUTCOME
Foster nursing education opportunities in community	Develop an academic calendar of continuing education events	settings Increase number of nursing continuing education offerings	Continuing Education	

Curriculum and Teaching Learning Practices

Goal 3

Deliver quality on-line education to Registered Nurses

OBJECTIVE	STRATEGY	MEASURE	RESPONSIBLE COMMITTEE	OUTCOME
Maintain on-line option for RN to BSN students	Increase number of nursing electives available for BSN and RN-BSN students	Beginning Fall 07, offer NUR230 as elective	Curriculum Committee; AAA Committee	
	Advertise RN-BSN program with UNET and other entities such as visiting hospitals annually	Annually each spring	AAA Committee; Business	
	Support change from WebCT based course support to Blackboard	Each nursing faculty will receive 1:1 training on Blackboard utilization	Distance Education Coordinator	
Ensure quality education for RN to BSN students	Include learning activities in each course to address multiple learning domains: cognitive, affective, psychomotor	Syllabi Review	Curriculum Committee	
	Establish a content grid for each on-line RN to BSN nursing course. Examine trends or gaps in content	Content grid	Curriculum Committee	

OBJECTIVE	STRATEGY	MEASURE	RESPONSIBLE COMMITTEE	OUTCOME
	Course evaluations reflect student satisfaction related to quality of content and learning			