MCPHS UNIVERSITY
SCHOOL OF NURSING STRATEGIC PLAN
2015-2023

UNIVERSITY MISSION

MCPHS University prepares our graduates to advance health and serve communities worldwide through excellence, innovation and collaboration in teaching, practice, scholarship, and research.

SCHOOL OF NURSING MISSION

The mission of the School of Nursing is to provide students with a high quality and innovative education and to foster scientific inquiry and professional service.

To fulfill the mission, we are committed to:

- Develop an innovative, dynamic and socio-politically relevant model of nursing education based on theoretically sound curricula, evidence-based practice, clinical immersion, and scholarly inquiry.
- Develop a curricular foundation that promotes reflective, ethical, discerning, compassionate, innovative, and intellectually rigorous nursing practice.
- Establish a community of learners inclusive of students, faculty, and clinical partners who embrace a spirit of inquiry and a commitment to continuous professional growth.
- Promote resiliency and integrity in nursing graduates for practice in dynamic, diverse, and complex healthcare environments.
- Foster a community of scholars that advance nursing through excellence in the discovery, application, integration, and dissemination of knowledge.
- Provide service to the school, the college, the profession, and the community

UNIVERSITY VISION

MCPHS University is an innovator in health and professional education, preparing future generations of global leaders and promoting systems to improve the health of the public.

STUDENT SUCCESS: Our graduates are prepared and professionally equipped to be successful in their chosen careers and in life.

STUDENT EXPERIENCE: Our students are active participants in their learning, connected to community with a sense of belonging, and empowered to participate in creating an experience that meets their personal and professional goals.

FACULTY AND STAFF SUCCESS: Our faculty and staff are recognized as leaders in higher education through their continued efforts to grow professionally and to collaborate as a community.

INFRASTRUCTURE AND TECHNOLOGY: MCPHS has intellectual, physical and digital environments that invite engagement, advance learning, embrace innovation, promote collaboration, and support quality in all that we do.

SCHOOL OF NURSING VISION: A VISION TO EXCEL

Our vision is to create a CENTER OF EXCELLENCE in nursing education where an environment of partnership is created and nursing practice, education, and scholarship connect to the advancement of health care and the profession of nursing.

CENTER OF EXCELLENCE

EXCELLENCE IN NURSING EDUCATION

Providing high quality and innovative nursing education to prepare competent and safe professional nurses and nurse leaders to meet the health care.

EXCELLENCE IN NURSING SCHOLARSHIP

Fostering active and interdisciplinary scholarship that advances nursing and health care knowledge.

EXCELLENCE IN PROFESSIONAL AND COMMUNITY SERVICE

Forging partnerships to connect education, practice, and scholarship; and providing professional and community services to meet the needs of the identified public.

CORE VALUES OF THE UNIVERSITY

Student- centered

- Keep the needs of students as a priority when making decisions. Develop a holistic approach to engage students as life-long learners

Respect

- Treat others as they would like to be treated. Seek out the best in others. Actively listen, encourage feedback, choose the best way to deliver meaningful information. Deal with conflicts quickly and directly. Assume positive intent of others.

Diversity and Inclusion

- Through teaching, discovery and advocacy, promote equity in access to quality health care. Foster a culture of inclusion and cultural competence among all students, faculty, staff, and other key stakeholders.

Integrity and Authenticity

- Seek truth. Be intellectually and interpersonally honest with others.
- Make ethical decisions.

Innovation

- Embrace change and challenge the status quo. Find new and better ways to enhance education inside and outside the classroom. Enhance work quality and address institutional needs. Continually improve and upgrade skills and abilities. Through education and example, develop our students to be innovative.

Personal and Professional Accountability

- Be mission focused. Honor and follow through on commitments and agreements made to others. Work collaboratively as a team member. Be reflective and transparent in communication with others. Always provide your best effort in work performance. Speak up when professional or ethical standards are being violated.

Leadership Accountability

- Provide resources to address priorities. Communicate in a transparent manner. Ensure transparency in decision-making. Make decisions using data. Create a safe day-to-day environment. Foster and engage leadership at all levels. Maximize individual contributions.

CORE VALUES OF THE SCHOOL OF NURSING

Respect

- Value and appreciate self and others across the boundaries of age, race, culture, gender, language, ideology, religion, and class.
- Seek to know, understand, acknowledge, and appreciate the uniqueness and contribution of self and others.
- Treat self and others in a caring and considerate manner.
- Recognize that the patient is the center of nursing care.

Literacy

- Examine and process information in a critical and reflective manner.
- Appreciate and judiciously use literature from nursing science, liberal arts, and other health sciences.
- Cultivate a sense of intellectual inquiry and engage in the process of life-long learning and development.
- Embrace continual knowledge development as central to professional excellence and the advancement of nursing practice.

Practice

- Develop competence and advance acquisition of nursing knowledge, skills, attributes, and abilities.
- Communicate and collaborate as an integral member of the health care team.
- Apply nursing knowledge and skill in diverse practice settings.
- Provide care in accordance with professional standards, practice within the legal and ethical scope of nursing, and engage in continuous quality improvement of nursing care.

Integration

- Draw on existing knowledge and develop new knowledge in order to establish a nursing practice that is critically reflective and dynamic.
- Connect theory and multiple ways of knowing, being, and understanding in the practice of nursing.
- Behave and present self in a manner that projects confidence and inspires trust.
- Act with integrity, responsibility, and accountability in the practice of nursing.

UNIVERSITY STRATEGIC PRIORITIES

- Foster student success
- Enrich the student experience
- Promote faculty and staff success
- Strengthen infrastructure
- Advance the University identity

SCHOOL OF NURSING STRATEGIC PRIORITIES

- To be recognized as a premier nursing school with expert faculty, outstanding staff, engaged students and community and alumni ambassadors.
- To enhance and expand graduate nursing programs.
- To enhance undergraduate nursing program articulation opportunities to graduate studies.
- To increase the scholarship of teaching, application/practice, integration, engagement and discovery.
- To enhance undergraduate learning experiences in simulation, interprofessional practice and diversity.
- To maintain public measures of program excellence through excellent NCLEX and Board Certification performance.
- Foster an environment with sufficient state of the art resources to attract and retain outstanding faculty, staff and students.

SCHOOL OF NURSING STRATEGIC PRIORITIES AND RELATED GOALS

1) **To be recognized as a premier nursing school with expert faculty, outstanding staff, engaged students, community and alumni ambassadors.**
   a) Refine student advising to provide intensive academic guidance and include retention strategies for individual students.
   b) Implement peer review performance process for SON faculty.
   c) Encourage and promote faculty practice to ensure teaching, service and scholarship are situated within the current practice of nursing.
   d) Create, promote and encourage student engagement in community events.
   e) Assess faculty development needs and provide for conferences and on-site programs.
2) **To enhance and expand graduate nursing programs**
   a) Improve access to academic programs through the expansion of distance education options in regional and national geographic areas in need of mid-level care providers.
   b) Develop collaborative relationships with practice settings in local and remote areas.
   c) Incorporate exam security software as to enable the administration of standardized exams to online students.

d) Enhance the preparation of graduate students to develop process improvements that address medical errors, reimbursement issues, navigating multiple systems of care and other changes in the healthcare delivery system.

e) Successfully recruit an inaugural class of DNP students.

f) Provide students with the opportunity to participate in peer reviewed presentations and publications while being mentored by faculty.

3) **To enhance undergraduate nursing program articulation opportunities to graduate studies.**

   a) Develop seamless pathways from BSN to MSN to DNP

   b) Establish a goal for at least 5% of BSN graduates to immediately matriculate to graduate nursing programs

4) **To increase the scholarship of teaching. Application/practice, integration, engagement and discovery.**

   a) Identify areas of inquiry with scholarship possibility.

   b) Support and enhance scholarship initiatives for SON faculty.

   c) Identify areas of nursing research with strong potential for external funding.

   d) Promote and encourage joint faculty-student scholarship including publication.

   e) Provide workload time to focus on scholarship development.

   f) Provide writing mentors/tutors for faculty and students.

5) **To enhance undergraduate learning experiences in simulation, interprofessional practice and diversity**

   a) Enhance learning through the innovative use of standardized testing, remediation simulation and other technology.

   b) Incorporate interdisciplinary learning experiences into the curriculum as a core component of each clinical course.

   c) Incorporate cultural competency and related diversity initiatives into professional nursing courses/labs.

   d) Ensure that the nursing graduates are well grounded in interprofessional experiences to recognize and address fragmented healthcare.

   e) Ensure that nursing graduates have cross-cultural experiences to help them develop diversity skills.

   f) Expand and support technology advances in the simulation experience.

6) **To maintain the most public measures of program excellence through strong NCLEX and Board Certification performance.**

   a) Achieve NCLEX outcomes that are equal to or greater than the national average

   b) Achieve national board certification scores that are equal to or greater than the national average.

   c) Continue to develop, implement and define strategies that support NCLEX and Board certification outcomes.

7) **Foster an environment with sufficient resources to attract and retain outstanding faculty, staff and students**

   a) Develop a 'space needs' proposal for the BSN and graduate Nursing programs that is inclusive of classroom, laboratory, study space and faculty offices.

   b) Continue to plan on capital budget items to enhance teaching and learning.

c) Promote the use of technology in the classroom and the laboratory as well as software to streamline assessment/ data/reports/examinations, etc.
d) Ensure the addition of office staff to support faculty and student needs.
e) Ensure that faculty to student ratios are in compliance with accreditation standards.
f) Support individualized mentoring programs for all faculty who identify a learning need.
g) Advance a climate that fosters inclusion, civility and respect for individual needs, abilities and potential.

Original: 2015-2021
Reaffirmed by SON: 9/2020 through 2023