

Oregon Health & Science University
School of Nursing
Strategic Plan
2012-2015



The School of Nursing Strategic Plan 2012-2015 builds on previous strategic planning efforts, and was initially drafted by the School of Nursing Leadership Council at its' August, 2012 retreat. The six goals and related strategies provide direction and priorities for the School of Nursing. The Appendix is a working document, reviewed and updated annually, which contains tactics (specific action steps) and benchmarks (measurable indicators of our progress toward each goal.) Each goal has been assigned to a faculty council or administrative body to further develop tactics and benchmarks, and to periodically review progress toward achieving these benchmarks.

Goal 1: Recruit and retain highly prepared and diverse faculty for all of our campuses

Assigned to Faculty Affairs Committee & Dean's Council

Strategy 1.1: Increase overall educational level and proportion of faculty with doctoral preparation, achieving appropriate balance of DNP, PhD and other doctorates and doctorates from other universities.

Strategy 1.2: Position School of Nursing for competitive recruitment of highly qualified faculty from underrepresented minority groups.

Strategy 1.3: Provide mechanisms for faculty to progress in academic rank.

Strategy 1.4: Provide opportunities for faculty to follow their passions in the areas of scholarship and practice as aligned with University and School of Nursing missions.

Goal 2: Develop a diversified portfolio of faculty practice that provides a balance of opportunities to address health disparities and generate revenue.

Assigned to Practice Council

Strategy 2.1: Identify opportunities for innovative practices in partnership with existing or emerging agencies that provide opportunities for authentic inter-professional practice and learning experiences.

Strategy 2.2: Develop the infrastructure within the School of Nursing that can support faculty as they explore and develop innovative practice opportunities.

Strategy 2.3: Support faculty development program on the Affordable Care Act, emerging roles and opportunities in the Coordinated Care Organizations, and the economic impact on nursing practice.

Goal 3: Create and sustain an energized, well-functioning and healthy organization with clearly defined roles and predictable and reliable processes.

Assigned to Dean's Council & Faculty Executive Committee

Strategy 3.1: Refine new organizational structure and administrative roles with clear lines of authority and accountability.

Strategy 3.2: Engage key administrative and faculty leaders in process improvements using Lean and other process improvement strategies.

Strategy 3.3: Develop predictable and accurate communication mechanisms.

Strategy 3.4: Monitor and celebrate our accomplishments.

Goal 4: Make substantial contributions to the science of nursing and nursing education, and to evidence-based practice through translational science that integrates basic, patient-oriented, and population-based research.

Assigned to Research Council

Strategy 4.1: Increase research submissions for NIH, PCORI and other federal funding.

Strategy 4.2: Maintain a diversified portfolio of funding from federal and non-federal sources.

Strategy 4.3: Find opportunities for interdisciplinary research collaborations across campus.

Strategy 4.4: Recruit senior, funded faculty to OHSU (see Goal 1).

Goal 5: Align our educational program offerings with current and emerging health care needs of Oregonians, emerging nursing roles and available funding sources.

Assigned to Academic Council

Strategy 5.1: Complete an informative and useful self-study and have a successful site visit and review.

Strategy 5.2: Develop a mechanism for having access to reliable workforce projections and analysis of needs.

Strategy 5.3: Create a process within the school for statewide and local campus planning of enrollment targets and program offerings, using reliable workforce projections and analysis of needs.

Strategy 5.4: Engage in University wide planning and implementation of Interprofessional Education.

Strategy 5.5: Improve workforce distribution through the state by offering essential Graduate programs (e.g. FNP).

Strategy 5.6: Increase the number of OHSU students who continue on to graduate school within 2 years of graduation.

Strategy 5.7: Be intentional about reciprocity with our clinical partners to support quality education and community impact.

Goal 6: Recruit and retain a diverse student population and improve overall student experience.

Assigned to Office of Student Affairs & Diversity

Strategy 6.1: Expand efforts to attract, recruit, and retain underrepresented minorities to both undergraduate and graduate programs.

Strategy 6.2: Improve retention of diverse students.

Strategy 6.3: Increase ways in which students from all campuses engage in their respective communities, and in state-wide activities.

Strategy 6.4: Improve communication between students and administration.

Strategy 6.5: Develop a more comprehensive, reciprocally beneficial international program that includes experiences for incoming and outgoing nursing students and faculty exchanges.

Strategy 6.6: Re-engage alumni in School of Nursing activities.

Strategy 6.7: Increase financial support available for nursing students across campuses and programs.

Review History:

Initial Development, School of Nursing Leadership Council Retreat, August 22-23, 2012

Discussion by School of Nursing Leadership Council, October 22, 2012

Discussion by Faculty Council, October 22, 2012

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Reviewed by School of Nursing Leadership Council, November 19, 2012

Final Vote of Approval on Goals & Strategies, Faculty Council, December 3, 2012