

<b>Vision</b>	We make lives better by promoting health as an act of social justice.				
<b>Mission</b>	We develop diverse nurse leaders to improve health and health care, through education, research, practice, and community engagement.				
<b>Values</b>	<i><b>Innovation:</b></i> We, the faculty, staff, and students of the UT Health School of Nursing, believe in delivering leading edge health care, education, research, and community service	<i><b>Diversity and Inclusion:</b></i> We believe in fostering an inclusive environment as a foundation to make health care available to all.	<i><b>Ethic &amp; Accountability:</b></i> We believe in honoring the dignity of others through the accountability of our actions.	<i><b>Advocacy:</b></i> We believe in promoting healthy lifestyles and access to health care for all populations	<i><b>Synergy:</b></i> We believe in inter-professional cooperation to improve health outcomes for all
<b>Goals</b>	<b>1. Education:</b> Be the School of Nursing that students and faculty choose for its mission and vision, vibrant academic culture, innovative programs and service to the community, state and region.	<b>2. Culture of Excellence:</b> Enhance the culture of excellence in the School of Nursing through innovative mentorship and meaningful recognition of the faculty, staff, and students.	<b>3. Research:</b> Expand research programs of excellence and distinction in advancing promotion of human health and transformation of health care	<b>4. Health Care:</b> To be a health care provider of choice for Central and South Texas with a focus on patient centered care	<b>5. Community Engagement:</b> Foster a UT Health San Antonio community partnership that benefits the diverse communities we serve through education, practice and research to meet mutually identified health and health education needs
<b>Strategies</b>	<p>1.1 Leverage strengths to refine, revise, and launch new academic programs in response to academic and professional environments.</p> <p>1.2 Enrich existing programs to deliver high caliber curricula.</p> <p>1.3 Streamline transition to practice through innovative clinical models.</p>	<p>2.1 Develop mentorship programs that encourage professional growth of the faculty, staff, and students. Be an employer of choice that fosters talent and growth.</p>	<p>3.1 Promote a culture that values research and research collaboration</p> <p>3.2 Enhance research infrastructure and platforms to support the SON and inter-professional priority areas</p>	<p>4.1 Utilize current faculty expertise, expanding our specialist network through articulated agreements with community partners and payers</p>	<p>5.1 Expand community relationships to identify population health needs to provide seamless care that is community directed</p> <p>5.2. Develop the infrastructure to support community members, our faculty and students to address relevant health and diverse health care issues.</p>

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<p><b>Strategies (cont.)</b></p>		<p>2.2 Create events and opportunities to foster caring relationships amongst our School community (Faculty, Staff and Students)</p> <p>2.3 Promote transparent communication</p> <p>2.4 Develop the next generation of nursing faculty, student and staff leaders through continued education, professional development, and high-quality curricular offerings.</p>	<p>3.3 Conduct research in inter-professional teams focusing on health promotion/wellness, health risk, care coordination/advocacy, and disease case management across the lifespan</p> <p>3.4 Expand health services research to transform population health and healthcare systems through studies of dissemination, implementation, and economic aspects of care.</p>	<p>4.2 Expand faulty practice by 50% increasing ability to adequately support value based, high quality healthcare to underserved populations</p> <p>4.3 Increase our geographic footprint by growing both primary care and specialist networks</p>	<p>5.3 Expand community partnerships to co-produce innovative and sustainable models of health care and increase health equity</p>

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<p><b>Strategies (cont.)</b></p>		<p>2.5 Increase recognition programs to celebrate outstanding contributions to the School’s mission and vision and the nursing profession as a whole</p> <p>2.6 Sponsor at least 3 faculty, staff and students for a national level recognition award.</p>	<p>3.5 Engage stakeholder/community partners in priority research.</p>		

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<p><b>Benchmarks</b></p>	<p>1.1 Transition the accelerated BSN track to a MSN entry level CNL degree; In year one, a task force will develop a curriculum outline for the degree. (Strategy 1.1)</p> <p>1.2 Plan the delivery of a BSN to DNP program; Admit inaugural class in Fall 2018. (Strategy 1.1)</p> <p>1.3 Explore the feasibility of offering an MSN with a clinical research coordination focus; In year one, a needs assessment will be conducted and completed. (Strategy 1.1)</p>	<p>2.1 In year one, determine the number of faculty and staff who self-identify as mentors and ensure they are trained through UT Health offerings. Each year thereafter, increase the number of mentors and create a process by which mentees can get connected with trained mentors. (Strategy 2.1)</p> <p>2.2 Continue to organize the peer mentoring program for students through the Student Success Center. (Strategy 2.1)</p>	<p>3.1 80% of faculty with appointments over 50% engaged in research/scholarly projects (broadly defined). (Strategy 3.1)</p> <p>3.2 # of sponsored Whole School Colloquium (3 – 5) across five years. (Strategy 3.1)</p> <p>3.3 50% of SON faculty will participate in each Whole School Colloquium. (Strategy 3.1)</p> <p>3.4 50% of SON students will participate in each Whole School Colloquium. (Strategy 3.1)</p> <p>3.5 # of monthly research forums (7 annually) across five years. (Strategy 3.2)</p>	<p>4.1 Number of MOUs/BAs for faculty practice in diverse settings increases by 25%. (Strategy 4.1)</p> <p>4.2 Balanced Budget (Strategy 4.2)</p> <p>4.3 Annual Faculty Practice Plan pays out to practicing faculty (Strategy 4.2)</p> <p>4.4 Measureable improvements in healthcare as demonstrated by shared savings with payers (Strategy 4.2)</p>	<p>5.1 An expanded community advisory board directing program development and program evaluation (Strategy 5.1)</p> <p>5.2 Expanded community based education (BSN and graduate) in nurse managed health centers (Strategy 5.2)</p> <p>5.3 Community based research (BSN, graduate and post-doctoral) in nurse managed health centers (Strategy 5.2)</p> <p>5.4 Establish baseline information regarding health equity (Strategy 5.3)</p>

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<b>Benchmarks (cont.)</b>	<p>1.4 Ascertain Opportunities for graduate programs that address poor maternal-newborn outcomes (such as nurse midwifery, neonatal nurse practitioner); In year one, an inventory of opportunities will be catalogued and the best path for future program development will be determined. (Strategy 1.1)</p> <p>1.5 Enhance student and faculty recruitment efforts to foster a diverse and inclusive community that is representative of the population served; In</p>	<p>2.3 Increase the number of events offered above baseline numbers and improve findings from the staff and faculty communication surveys. (Strategies 2.2 and 2.3)</p> <p>2.4 In year one, determine the baseline participation in faculty development, staff development, and high-impact learning opportunities for students. Increase participation each year thereafter. (Strategy 2.4)</p>	<p>3.6 75% of full time faculty present at a conference annually. (Strategy 3.2)</p> <p>3.7 100% of current research teams having some source of funding will support SON team member engagement as PIs or Co-Is on additional thematically focused applications for funding that</p> <p>3.8 25% of tenure track faculty submit at least one grant proposal annually as PI or Co-I. (Strategy 3.2)</p> <p>3.9 100% of tenure track faculty submit at least two manuscripts for publication annually. (Strategy 3.2)</p>	<p>4.5 Receive PCMH Recognition by March 2019 (Strategy 4.2)</p> <p>4.6 One additional clinical site providing integrated primary care services (Strategy 4.3)</p> <p>4.7 Receive PCMH Recognition by March 2019 (Strategy 4.2)</p> <p>4.8 One additional clinical site providing integrated primary care services (Strategy 4.3)</p>	<p>5.5 Application of nurse managed model in one additional community based clinical site (Strategy 5.3)</p>

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<b>Benchmarks (cont.)</b>	<p>1.6 In year one, develop a comprehensive recruitment plan utilizing the aggregate faculty benchmarks as a guide for desired faculty characteristics and credentials. (Strategy 1.2)</p> <p>1.7 Maintain a strong continuous evaluation process to sustain the excellence of our educational programs; In year one, improve the completion rate of all evaluative processes within the SON by 10%. (Strategy 1.2)</p> <p>1.8 Strengthen inter-professional team-based learning opportunities across the Health Science Center; In year one, develop and implement a minimum of one inter-professional team-based learning opportunity. (Strategy 1.2)</p>	2.5 Implement a recognition program that allows outstanding faculty, staff and student accomplishments to be celebrated in the first year and maintain the program each year thereafter. (Strategies 2.5 and 2.6)	3.10 100% of research/scholarly project teams will include at least one student. (Strategy 3.2)		

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<p><b>Benchmarks (cont.)</b></p>	<p>1.9 Conceptualize the criteria for clinical site placement; In year one, develop an inventory of non-traditional clinical site opportunities. (Strategy 1.2)</p> <p>1.10 Continue development of DEUs with practice partners; In year one, two new DEUs will be developed. (Strategy 1.3)</p> <p>1.11 Develop a comprehensive simulation program across the undergraduate curriculum; In year one, the simulations committee will develop a plan for the implementation of a comprehensive simulation program in concert with the Associate Dean for Undergraduate Studies and COUS. (Strategy 1.3)</p>	<p>2.6 50% of all new research grant applications will include collaborative work with HSC population health focused centers and institutes. (Strategy 3.3)</p> <p>2.7 50% of all new research grant applications will focus on studies that advance health services research directed to transform population health and/or healthcare systems. (Strategy 3.4)</p> <p>2.8 50% of research/scholarly project teams will include at least one stakeholder, end user and/or community partner. (Strategy 3.5)</p>			

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<p><b>Benchmarks (cont.)</b></p>	<p>1.12 Enhance graduate preceptorship; In year one, at least 3 opportunities for enhanced graduate preceptorships will be identified, including UT Medicine. (Strategy 1.3)</p> <p>1.13 Expand internship programs; In year one, an internship with be developed with one additional partner. (Strategy 1.3)</p>				