School of Nursing Mission

Be an international leader in making high-impact, innovative discoveries that improve human health, health equity, the health care delivery system, and inter-professional workforce education.

School of Nursing Vision

We make lives better by promoting health as an act of social justice.

School of Nursing Core Values

The following definitions were developed by SON faculty to provide clarity in the meaning as well as the focus of key elements in the SON research vision statement. These definitions provide the value frame for the SON research strategic plan goals, strategies, and aid in specifying metrics for success as bring the vision to life over the next five years.

Leader: The level of recognition by peers & funders for research eminence in the science of nursing and caregiving.

High Impact, Innovative: The level of engagement in big effect, inventive nursing science and healthcare scholarship that maximizes healthcare quality and quality of life.

Improve Human Health: The level of scholarly work co-created with individuals, families, communities that is devoted to adding precision health caregiving knowledge about unique genetic or omic composition within the context of lifestyle, social, economic, cultural, and environmental influences to achieve optimal wellness.

Health Equity: The level of striving for the highest possible standard of health for all people that gives special attention to the needs of those at greatest risk of poor health, based on social conditions.

Health Care Delivery System: The level of scholarly work focusing on the intersection of healthcare, operations, and innovations that advances the quality, safety, and cost of healthcare delivery.

Inter-Professional Workforce Education: The level of scholarly work directed toward developing and implementing learning science-based interventions that prepare healthcare professionals for collaborative teamwork that provides high quality person-centered, family-focused, and/or community-directed care to diverse populations.
Research Pillar Goal 1

Create a research environment that attracts, supports, and retains high potential and high-performance teams.

**Strategy 1.1:** Conduct research with inter-professional teams focused on precision health caregiving research priority areas: Cancer, Aging, Neuro Disabilities, Diabetes, Immunology and Population Health.

- a) Establish interaction forums to share successful multi-PI grant-building strategies across SON and university research platforms.
- b) Create regular brainstorming meetings and cross-discipline working groups.
- c) Create small group meetings or workshops in thematic areas and invite faculty to join, with emphasis on bringing together investigators from different disciplines to enhance research synergy.
- d) Establish inter-school teams that bring specific expertise and knowledge to develop large grant applications.
- e) Organize workshops to permit successful teams to share their pathways in obtaining multi-PI and large extramural grants.
- f) Identify role models with multi-PI grant successes to provide consulting expertise.
- g) Encourage faculty to collaborate with PIs outside of the organization to build strengths in Multiple PI and other team science projects.
- h) Provide templates, support documents, and guidance as needed to faculty applying for team science grants.
- i) Increase awareness of multi-PI grant opportunities as well as consistent support from Office for Research to facilitate these grants by providing templates, support documents, as well as organization and advice.
- j) Incentivize group leaders and reward teams that are successful in obtaining extramural team science funding.

**Metrics of Success:** Success will be measured by the number of multi-PI, program project grants, and similar large team science grants that are submitted and eventually funded. Number of scholarly works. Source and amounts of funding. The number of different professions represented on the teams.

**Strategy 1.2:** Increase research faculty recruitment, training, mentoring and retention.

- a) Recruitment of Hermann Distinguished Chair in Caregiving.
b) Recruitment of Hurd Distinguished Professorship in Aging.
c) Increase the recruitment and retention of tenure-track faculty with successful research programs.
d) Proactively identify strong prospective faculty and invite them for a seminar presentation.
e) Use targeted advertisements that highlight institutional success and competitive start-up packages.
f) Use the knowledge of existing faculty to make contacts with prospective candidates.
g) Organize San Antonio symposia and meetings to target prospective applicants.
h) Provide research incentives to successful faculty based on productivity.
i) Establish a school-wide mentoring committee consisting of well-funded senior faculty members.
j) Mentors should be assigned based on input from the junior faculty mentees with input from the mentoring Committee.
k) Successful mentors who help junior faculty mentees to successfully compete for extramural funding should receive commendations and financial awards.
l) Successful mentees should play an active role in sharing experiences and then participate in the mentoring of other junior faculty.
m) Use the mentoring process to enhance diversity of students, fellows, and faculty of those under-represented in biomedical research.
n) Provide research incentives to successful faculty based on productivity.

**Metrics of Success:** Number of key research faculty hired. Success will be measured by the number of well-funded faculty recruited to SON. In addition, the number of outstanding faculty whom we have been able to retain (defined by sustained extramural support over the years in SON) will be measured. We expect the majority of first-time tenure-track faculty we recruit to have a K01 or R01 NIH award, comparable other federal agency awards, comparable foundation-based funding, or comparable contract funding.

**Strategy 1.3:** Support and track faculty/student research effort and productivity

a) Strengthen research infrastructure.
b) Grant writer
c) Expand research space to support the growth of research teams
d) Retain and recruit core research staff to provide pre- and post-award faculty support
e) Increase funding for pilot studies.
f) Secure funding for 5 pre-doc students.
g) Secure Funding for 2 post-docs.
h) Continue to integrate graduate and undergraduate students into faculty research programs.
i) Grow funding opportunities for undergraduate and graduate students to conduct research with faculty.
j) Increase dissemination support for undergraduate and graduate students to present at national meetings.
k) Refine the SON centralized TAMS dashboard currently used to track faculty funding and publications.
l) Annual faculty evaluations should be used to highlight faculty successes as well as to identify areas that need improvement.
m) Formulate benchmarks and milestones for all junior faculty to help ensure that they remain on track for obtaining promotion and tenure.
n) Fast track promotions and tenure of successful junior faculty.

**Metrics of Success:** Success will be measured by how quickly junior faculty obtain their first NIH R01 or equivalent, and how we reduce the number of unfunded faculty in the SON. Further evidence of success will be whether at-risk faculty members are identified and proactively mentored to obtain external funding. Whether the SON provides grant writing support and education regarding how to target study sections and NIH institutes and Foundations to enable them to successfully compete for external funding will be assessed. Success will also be measured by the length of time for new faculty to submit a research grant and the success rate on 1st and 2nd submissions. Establishment of pipeline program for graduate student diversity. We will also measure the diversity of students, fellows, and faculty in research. The goal will be ≥50% of tenure-track faculty within SON maintaining at least one R01 or equivalent of federal funding. Additional parameters of success will be the number of publications each year and the impact factor of the journals in which each PI has published. Success will be measured by both the number and scope of multi-PI, program projects, and center grants that faculty are able to obtain.

**Research Pillar Goal 2**

**Lead discovery research across the research continuum to create new knowledge, treatments, and patents.**

**Strategy 2.1:** Expand translation of care delivery implementation to transform population health and health care systems,

a) Develop Wellness 360 as a research platform.
b) Implement research/data analytics for Wellness 360.
c) Grow Science of Nursing Caregiving Delivery System: Level of scholarly work focusing on the intersection of healthcare, operations, innovations that advances the quality, safety, and cost of healthcare delivery.

d) Further develop a training program for pre-doctoral students.

e) Continue providing a platform for dissemination, education, and training through regularly scheduled forums, in-services, and seminars.

f) Incorporate into the 5 existing research platforms, as well as the potential additional research platforms, a focus on caregiving science, healthcare delivery science and learning science research.

**Metrics of Success:** Number of projects focused on the science of translation. Number of practice/research doctorate collaborative projects to support translation. Make use of ways to measure impact of translation research – i.e., readmissions, ER visits (measurements with specific costs).

**Strategy 2.2:** Develop pilot/seed research funding in targeted areas.

a) Establish research focus groups consisting of basic and clinical faculty to prioritize research topics that have the highest probability of attracting extramural funding and to proactively seek participation of productive faculty to submit pilot grant applications.

b) Organize regular meetings of select research groups/group leaders to identify funding opportunities in the select areas.

c) Promote and review grant preparations and submissions from pilot programs.

d) Develop Standard Operating Procedures (SOP) and templates that outline all the required files for each type of NIH grant from basic research to clinical trials.

e) Promote research projects that impact our minority-majority city and region.

f) Incorporate into the 5 existing research platforms, as well as the potential additional research platforms, a focus on caregiving science, healthcare delivery science and learning science research.

**Metrics of Success:** This will be measured by the return on pilot grants in terms of NIH or equivalent extramural funding as well as the number of new applications and re-submissions. Investigators will submit progress reports every six months to show that satisfactory progress is being made on the pilot projects. We will measure grants and contracts funded and publications for projects that impact our community. Percent of projects that include community partners in co-creating research.
**Strategy 2.3:** Align philanthropy with research needs and expand community partnerships in areas of Cancer, Aging, Neuro Disabilities, Diabetes, Immunology and Population Health.

a) Align philanthropy, pilot funding, clinical sample access, and working groups that will lead to team science grants.
b) Engage our successful scientists/clinicians through presentations to potential donors for philanthropic support in target areas

**Metrics of Success:** This will be measured by the amount of philanthropy obtained that supports research in these key areas. This philanthropic investment should focus on large pilot grants to enhance synergy among our top investigators and the strengths of existing research programs, as well as to develop new areas of impactful research.

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**Research Pillar Goal 3**

Grow translational and clinical research that leverages the expanded clinical and community footprint.

**Strategy 3.1:** Enhance the bio-behavioral workforce and clinical trials infrastructure

a) Upgrade technology infrastructure to support experimental protocols (clinical labs, protein, RNA, DNA, omic approaches).
b) Establish a clinical trials management infrastructure in coordination with ONRS.
c) Retain and recruit core research staff to support laboratory protocols.
d) Cement and expand the biobank.
e) Develop a training program for pre-doctoral students.
f) Continue providing a platform for dissemination, education, and training. through regularly scheduled forums, in-services, and seminars.
g) Enhance processes for in-patient clinical trials at UH, the VA and the UT MSRH.
h) Establish clinical trial training for faculty primarily engaged in basic research.
i) Provide financial incentives for nurse scientists and their teams to engage in clinical trials.
j) Identify areas of research potential based on our institutional strengths, faculty, and the patient population in our catchment area.
k) Establish a tracking system to monitor the opening and accruals of clinical trials, especially investigator-initiated trials.
1) Increase central support of data collection and analysis.
   m) Provide mentorship for junior translational scientists and pair them with successful senior colleagues and with clinicians.

**Metrics of Success:** Number of BBL service hours recorded for dissemination, education, and training through regularly scheduled forums, in-services, and seminars. Success will be measured by retention of the Clinical Trials Office staff, the number of clinical trials initiated or completed, and the number of patients enrolled in trials. Success will also be measured by the increase in the number of faculty engaged in clinical trials, promotion and retention of these faculty, overall amount of clinical trial funding from federal and non-federal sources. A crucial metric will be the number of new theory-informed therapeutic trials that successfully demonstrate efficacy.

**Strategy 3.2:** Strengthen critical research platforms to support the research priority areas to include bio-banking, medical/bioinformatics, a science incubator, and research cores, institutes, and centers.

   a) Organize Caring for the Caregiver research platform infrastructure into administration, research, practice, and training cores.
   b) Organize Center on Smart and Connected Health Technologies (science incubator) into administration, research, practice, training cores.
   c) Establish biannual workshops to foster strong interactions between Artificial Intelligence (AI) data analysts and clinical staff.
   d) Establish a web page that facilitates connections between UT Health faculty and informatics.
   e) Foster working groups to develop clinical trials that use state of the art informatics, AI, and analytics as part of IITs.

**Metrics of Success:** Number of research projects that each platform supports. Evidence of increased efficiency and effectiveness of each research platform’s infrastructure to support administrative, research, practice, training initiatives. Success will be measured by the number of faculty users of the above research platforms. The successful development of methods to enhance data analytics and the application of artificial intelligence will be measured.

**Strategy 3.3:** Grow external collaborations - industry (e.g., R&D/commercialization), community (e.g., PBRNs) and peer partnerships (regional, national, or global)

   a) Within each of the 5 existing research platforms, incorporate the development of additional research platforms focusing on healthcare delivery and learning science research.
b) Within each of the 5 existing research platforms, develop two to three additional community partnerships that engage cocreation of research activities.

c) Assemble subcommittees for focus groups representing areas of major strengths (chaired by a senior investigator with the appropriate leadership and expertise).
   - i. Aging
   - ii. Neuroscience and dementia
   - iii. Cancer
   - iv. Metabolism/Inflammation and Diabetes
   - v. Infectious Diseases
   - vi. Population health
   - vii. Data Science and Artificial Intelligence (AI)
   - viii. Caregiving science
   - ix. Women and infant health and wellness
   - x. Healthcare delivery science
   - xi. Learning science

d) Identify specific intellectual property products developed within the Caring for the Caregiver research platform that can be copyrighted, licensed, and marketed.

e) Identify specific intellectual property products developed within the Smart and Connected Technologies research platform that can be copyrighted, licensed, and marketed.

f) Identify specific intellectual property products developed within the South Texas Area Health Education Center Program that can be copyrighted, licensed, and marketed.

g) Identify specific intellectual property products developed within the Women’s Wellness Center research platform that can be copyrighted, licensed, and marketed.

h) Strengthen interactions between the OTC and investigators.

i) Eliminate barriers in successfully connecting IP filing to commercialization.

j) Increase personnel strength at OTC to reach out to faculty on a regular basis.

k) Provide financial resources to each focus group to stimulate collaborative and synergistic activities within teams that will lead to high impact findings, team science grants, and center grants.

l) Aggressively pursue philanthropic gifts or venture capital to support initiatives to maximize success and outcomes.
**Metrics of Success:** Number of external collaborators. Number of initial disclosures by the faculty to the Office of Technology Commercialization (OTC), number of submitted small business NIH grants, number of patent applications filed and granted, amount of licensing royalties obtained, number of FDA INDs obtained, number of Orphan or Fast-Track designations, number of phase 1/2/3 trials from our science that are opened to accrual here or at partner institutions. This will be measured by an increasing percentage of our faculty disclosing inventions to OTC to exploit available infrastructure for commercialization of research findings and inventions. Success will also be measured by the number of disclosures, patents, licenses, and royalties derived from the pilot projects.

**Research Pillar Goal 4**

**Lead learning science research to strengthen health care systems in an interdependent world.**

**Strategy 4.1:** Promote research that connects learning science interventions to their impact on clinical outcomes

- a) Develop a research platform for learning science research.
- b) Identify Research/Data analytics for student engagement.
- c) Grow Science of Transforming Caregiving Education: Level of scholarly work directed toward preparing healthcare professionals to work collaboratively to provide high quality person-centered, family focused, and community engaged care to diverse populations.

**Metrics of Success:** Level of faculty participation in developing a research platform focusing on building inter-professional learning science interventions to impact clinical outcomes. Level of scholarly work directed toward developing and implementing learning science-based interventions that prepare healthcare professionals for collaborative work that provides high quality person-centered, family-focused, and/or community-directed care to diverse populations.
Education Pillar Goal 1

Develop programs and recruitment strategies that are reflective of and responsive to the diverse communities we serve.

**Strategy 1.1:** strategically assess where UT Health San Antonio School of Nursing can leverage its educational programs to launch new academic programs that are responsive to the professional marketplace.

**Metrics of Success:** Development of programs using data, and partner support.

**Strategy 1.2:** Build comprehensive programming in conjunction with the new School of Public Health and collaborate across the school/program levels.

Education Pillar Goal 2

Attract high-performing faculty, learners, and staff, engaged interprofessional in leading scholarship, discovery, and practice.

**Strategies 2.1:** Enhance student and faculty recruitment efforts that demonstrate UT Health San Antonio’s commitment to foster a diverse and inclusive community that is representative of the populations it serves.

a) Highlight & disseminate program achievements.
b) Communicate national survey rankings through media outlets to a national community.
c) Receive recognition for NCLEX and certification exemplary pass rates.
d) Holistic review of program applicants.
e) Foster community pipelines (secondary education) for applicants to programs.

**Metric of Success:** Demographic data of the faculty mirrors the community of San Antonio within 10%.
Education Pillar Goal 3

Design innovative educational approaches to prepare and mentor health professionals and scientists to positively impact society.

**Strategies 3.1** Strengthen interprofessional team-based learning opportunities across the organization.

a) Collaborate with the broader HSC community to leverage IPE opportunities.
b) Implement IPE plans.
c) Foster faculty & student engagement.
d) Capitalize on achievements through national dissemination.

**Metric of Success:**

- Number of interprofessional experiences.
- Positive survey data.

**Strategies 3.2** Deliver innovative, contemporary, quality curriculum

a) Utilize contemporary and innovative strategies to design and deliver educational content.
b) Revision of undergraduate and graduate curriculum to focus on competency-based learning.
c) Enhance student engagement activities/programs of distinction.

**Metric of Success:**

- NCLEX scores.
- APRN Certification pass rates.
- State and national rankings.

Education Pillar Goal 4

Support an inclusive and holistic educational community centered around personal, academic, and professional growth.
Strategies 4.1 Develop external and community partnerships.

a) Intentionally engage community stakeholders in the development and implementation of curricula, including expansion of clinical opportunities and contributions.

Metric of Success: Utilization of community clinical experiences.

Education Pillar Goal 5

Continued consistent delivery of quality education programs.

Strategies 5.1

a) Maintain a strong, continuous evaluation process to sustain the excellence of our education programs.
b) Maintain compliance with CCNE accreditation standards and SACSCOC accreditation standards.

Metric of Success:
Successful CIPR submission with positive response from CCNE.
Successful preparation for re-accreditation in 2028.
Healthcare Practice and Community Engagement Pillar Goal 1

Deliver outstanding healthcare with great patient experience by promoting accessible care

**Strategy 1.1:** Develop methods for measuring health outcomes in all settings.  
**Metric of Success:** Meet identified HEDIS measures.

**Strategy 1.2:** Disseminate quality metrics and outcomes.  
**Metric of Success:** Edge Runner Status through American Academy of Nursing.

**Strategy 1.3:** Establish value-based savings initiatives with managed care partners.  
**Metric of Success:** MCO shared savings model.

**Strategy 1.4:** Expansion of care in underserved communities.  
**Metric of Success:** Increase volume by 10%.

**Strategy 1.5:** Increase opportunity for interprofessional education in nurse managed clinical practices.  
**Metric of Success:** Number of IP initiatives.

**Strategy 1.6:** Alignment of policies and procedures across practices.  
**Success Measures:** One set of P&P across sites.

**Strategy 1.7:** Promote nurse managed initiatives and map to cost savings.  
**Metric of Success:** Analysis of outcomes to budget. Receipt of value dollars.

**Strategy 1.8:** Develop a comprehensive model for delivery of comprehensive community-based care to include Caring for the Caregiver Program.  
**Metric of Success:** Sustainable community healthcare delivery.
Strategy 1.9: Integrating practice, education, and research within the SON clinical enterprise.
**Metric of Success:** Increased number of research initiatives within the practice and increased utilization of enterprise clinical sites for student clinical placement.

Strategy 1.10: Develop a professional practice model for the MCC and Research Hospital.
**Metric of Success:** Clinical Competencies and Professional Practice Model, JCAHO accreditation and HOPD accreditation.

Healthcare Practice and Community Engagement Pillar Goal 2

Grow and optimize capacity and care models to meet the needs of the community.

**Strategy 2.1:** Develop methods for measuring health outcomes in all settings.
**Metric of Success:** Meeting recommended HEDIS measures.

**Strategy 2.2:** Disseminate quality metrics and outcomes.
**Metric of Success:** Edge Runner status.

**Strategy 2.3:** Expansion of care in underserved communities.
**Metric of Success:** Increased initiatives by 10%.

**Strategy 2.4:** Develop a comprehensive model for delivery of community-based care with emphasis on Caring for the Caregiver and delivery of home health care. Work with managed care partners to develop the model for sustainability.
**Metric of Success:** Sustainable community health initiatives.

Healthcare Practice and Community Engagement Pillar Goal 3

Keep priorities aligned to institutional and community objectives while achieving financial sustainability.
Strategy 3.1: Establish value-based savings initiatives with managed care partners.
Metric of Success: MCO shared savings model.

Strategy 3.2: Increase opportunity for interprofessional education in nurse managed clinical practices.
Metric of Success: Number of IP initiatives.

Strategy 3.3: Alignment of policies and procedures across practices.
Metric of Success: One set of P&P, competencies, and evaluation of outcomes across sites.

Strategy 3.4: Integrating practice, education, and research within the SON clinical enterprise.
Metric of Success: Increased number of research initiatives within the practice and increased utilization of enterprise clinical sites for student clinical placement.

Healthcare Practice and Community Engagement Pillar Goal 4

Develop a high performing empowered nursing workforce for the future.

Strategy 4.1: Increase opportunity for interprofessional education in nurse managed clinical practices.
Metric of Success: Number of IP initiatives.

Strategy 4.2: Promote nurse managed initiatives and map to cost savings.
Metric of Success: Analysis of outcomes to budget. Receipt of value dollars.

Strategy 4.3: Integrating practice, education, and research within the SON clinical enterprise.
Metric of Success: Increased number of research initiatives within the practice and increased utilization of enterprise clinical sites for student clinical placement.
People Pillar Goal 1

Be a leader in the attraction, development, engagement, retention, and the wellbeing of diverse, high performing talent and a sustained mission-driven workforce.

**Strategy 1.1:** Continue the development of alternate work environment/office space.

- a) Finalize and clarify policies as they relate to alternative work environments. Use current guidelines provided by University to guide this work.
- b) Refine tools by which office space is defined and assigned.
- c) Revision of HOP policy as it relates to space allocation.

**Metrics of Success:** Success will be measured using faculty/staff satisfaction surveys, exit surveys, and a comparison of retention rates prior to and after implementation of this strategy.

**Strategy 1.2:** Revise clinical faculty guidelines for contract terms after 3 years of service. This would require review by the institution and possibly, UT System Board of Regents.

- a) Current Faculty MOA's are on 1-year term. This practice should be reviewed at the institutional level. (BOR Rule 31001 refers to TEC Section 51.943. Section 51.943 (3) (f) gives us the flexibility of a longer appointment period than one academic year.

**Metrics of Success:** Faculty satisfaction and exit surveys, faculty retention rates.

People Pillar Goal 2

Advance all dimensions of diversity, equity, and inclusiveness as essential components of excellence at the SON.

**Strategy 2.1:** Create a culture of Diversity, Equity, and Inclusiveness (DEI) and Belonging

- a) Create a DEI website as part of the SON to highlight the DEI work and progress.
- b) Develop and practice SON Land Acknowledgement and collaborate with the Native American Community in San Antonio, Texas.
c) Conduct mandatory annual DEI training sessions for faculty, staff, and students.
d) Require DEI statements from faculty and staff candidates in their application. In addition, potential students are required to address at least one DEI-related question within the personal statements as part of their application to the SON.
e) Establish the Dean’s annual DEI faculty, staff, and student awards to recognize excellence at the SON.

**Metrics of Success:**

2.1.1 Create the SON DEI website by end of academic year 2022-2023.
2.1.2 Create DEI events and activities (e.g., Book Club, Movie Night, International Day) and organize the DEI lecture series to increase understanding of DEI.
2.1.3 In partnership with Human Resources, develop and conduct DEI education, online and in-person training sessions as the annual in person workshop or mandatory online training for faculty, staff, and students.
2.1.4 Ensure DEI Council (DEIC) participation in faculty and staff assembly and SON State of the School address.
2.1.5 Improve awareness of formal systems and policy for reporting and managing instances of prejudice or discrimination at the SON.
2.1.6 Ensure DEIC participation in faculty and staff assembly and SON State of the School.
2.1.7 Improve awareness of formal systems and policy for reporting and managing instances of prejudice or discrimination at the SON.

**Strategy 2.2:** Recruit outstanding faculty, staff, and students representing diverse backgrounds and communities and increase retention rates.

a) Analyze faculty, staff, and student demographics compared to the local, state, and national data.
b) Develop metrics for an inclusive recruitment plan and equitable retention plan.
c) Recruit outstanding faculty, staff, and students who represent diverse backgrounds and incorporate inclusive hiring practice standards.
d) Monitor employment retention rates and the recruitment plan for faculty, staff, and students. Report the data annually to create transparency.
e) Continue to invest in leadership training for faculty and staff to provide pathways for promotion and succession planning.

**Metrics of Success:**

2.2.1 Track the number of applications and hire faculty, staff, and students who represent diverse backgrounds.
2.2.2 Evaluate the demographics of faculty, staff, and students annually and report it through the DEIC.
2.2.3 Increase hiring and recruiting talented faculty, staff, and students from diverse backgrounds and communities.
2.2.4 Evaluate the retention rates of employment and the programs.

**Strategy 2.3:** Promote an inclusive learning and work environment.
- a) Celebrate Commemorative Months.
- b) Identify and disseminate available DEI resources for faculty, staff, and students.
- c) Embed DEI in course objectives and inclusive activities in the curriculum.
- d) Provide faculty the resources to embed DEI in nursing education, practice, and research.

**Metrics of Success:**
- 2.3.1 Celebrate Commemorative Months (i.e., Black History Month, Hispanic Heritage Month, Indigenous Peoples Month, Asian American Heritage Month, LGBTQ Pride Month) and share the DEI-related resources and events.
- 2.3.2 Provide DEI education resources to integrate into the classroom (i.e., Anti-racist pedagogy; Facilitating difficult situations and discussions; Community-engaged learning).
- 2.3.3 Provide faculty the resources to embed DEI for curriculum development in nursing education, practice, and research.

**People Pillar Goal 3**

**Deliver competitive offerings and a differentiated value proposition to build and retain a high-performing, diverse workforce.**

**Strategy 3.1:** Identify hard to fill faculty and staff positions and provide funding for sign on incentives for those positions and/or promotional paths for existing employees
- a) Increase the retention rates of faculty and staff.

**Metrics of Success:** The number of successful recruitments as a percentage of the number of sign-on incentives offered, the number of publications/grant proposals submitted, awarded, etc.

**Strategy 3.2:** Continue to work on the faculty compensation plan (incentive portion) to build out metrics that move the school forward and align with strategic plan and faculty promotion/tenure plan.
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a) Build out metrics according to faculty roles, promotion, and strategic priorities.

**Metrics of Success:** Evaluation of faculty compensation plan.

**Strategy 3.3:** Benefit information easier to access and understand.

**Metrics of Success:** Revision of website with increased employee use.

**Strategy 3.4:** Annual Merit raises for faculty. Merit raises are available for staff through the annual budget process. The only opportunity for faculty base building faculty increases is through market adjustments and promotions. Incentives do not advance the base.

**Metrics of Success:** The annual evaluation forms for faculty and faculty satisfaction surveys would be used to determine the success of this strategy.

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**People Pillar Goal 4**

**Provide access to development and opportunities, ensuring higher engagement to drive institutional impact.**

**Strategy 4.1:** Identify soft and hard skills needs to develop our faculty and staff and allocate funding AND time to support this development.

**Metrics of Success:** A supervisor survey would need to be created and completed by each supervisor to assess the needs and determine the baseline of where the faculty/staff are maintained. Once the development has been implemented, a similar survey would be sent out (in years 2 and beyond) and compared to the baseline survey (or the prior year) to determine if there was any improvement.

**Strategy 4.2:** Empower Faculty Governance and Faculty Senate to have more voice and input into Faculty needs.
**Metrics of Success:** Number of faculty participating on the Committee on Faculty, Staff and Student Matters.

**Strategy 4.3:** Develop/Expand on Staff/Faculty Mentorship Programs.

- a) New faculty mentoring during first year of employment; Occurs in school of nursing but needs to be expanded.
- b) Workshop offered in Fall 2022 to all faculty in the school of nursing to increase their mentoring skills. Evaluate this workshop and based on results further develop resources to support the development of mentoring skills.
- c) Develop Staff Mentorship Program, possibly at the Institutional level.

**Metrics of Success:** New faculty evaluation of the mentoring program they receive in year one, and mentoring contracts developed after year one would provide metrics of success for mentees. For mentors, a sense of accomplishment in supporting their colleagues would be measured through ongoing use of mentoring strategies and more partnering among faculty members in scholarship pursuits.

**Strategy 4.4:** Travel to present innovation. Deepen the regional, national and international footprint of the work of the School of Nursing.

- a) Increase philanthropy, clinical revenues, and grant funding.

**Metrics of Success:** Number of external and internal presentations. Number of keynote presentations.

**Strategy 4.5** Continue development of alternate work environment/office space to increase morale.

**Metrics of Success:** Review/Revise clinical faculty guidelines for contract terms after 3 years of service. This would require review by the institution and possibly UT System Board of Regents.

**Strategy 4.6** Recruit outstanding faculty, staff, and students representing diverse backgrounds and communities and increase retention rates.

**Metrics of Success:** Number of recruitments
Strategy 4.8 Promote an inclusive learning and work environment. Increase connectedness to our community as well increase inclusiveness.

**Metrics of Success:** Survey

Strategy 4.9 Identify hard to fill faculty and staff positions and provide funding for sign on incentives for those positions and/or promotional paths for existing employees.

a) Hire highly qualified faculty and staff.
b) Improve hiring rates, promotional paths which creates less turnover and requires less training of new staff.

**Metrics of Success:** number of new faculty

Strategy 4.10 Continue to work on the faculty compensation plan (incentive portion) to build metrics that move the school forward and align with strategic plan and faculty promotion/tenure plan.

a) Strategically examine faculty and staff strengths and goals and link these to faculty (and staff) recognition and applications for awards. Recognition of staff and faculty is important to workplace morale.

**Metrics of Success:** number of awards

Strategy 4.11 Identify soft and hard skills needs to develop our faculty and staff and allocate funding AND time to support this development.

**Metrics of Success:** Number participating in mentoring program.

**Strategy 4.12:** Develop/Expand on Staff/Faculty Mentorship Programs.

a) Provide the pathway to excellence for faculty so they are able to vision and meet needs of community using Boyers Model of Scholarship so that promotion goals are achieved.
b) Education and support for growth in this area are needed to infuse mentorship more fully into our environment -- propel toward excellence

c) Continue to provide strategic mentoring for tenure-track faculty members; finding research experts in the community with R01 funding such that they can begin to partner with junior faculty members to continue to move their career trajectory forward.

d) Continue to provide strategic mentoring for teaching and clinical faculty members; linking their career goals to school of nursing missions and finding mentorship both within the community and the university to move their career trajectory forward.

e) Develop and implement a mentoring program focused directly on the needs of staff in the School of Nursing.

**Metrics of Success:** number participating in mentorship program
Operational Excellence Pillar Goal 1

**Drive strategies and operations through data-driven decision making.**

**Strategy 1.1:** Invest in and improve analytics and forecasting capabilities to improve operations and measure achievement of the SON mission

a) Consider analytics as a strategic priority and create an infrastructure for analytic-based informed decision-making.
b) Use an integrated enterprise-level data management system with built-in compliance standards, accreditation standards, key performance indicators, and programs- and mission-related metrics (e.g., recruitment and retention of faculty, staff, and students, student performance) to facilitate internal and external information sharing and dynamic visualization for timely decision making.
c) Automate report generation (CCNE (Commission on Collegiate Nursing Education), systematic evaluation plans, southern association of colleges and schools commission on colleges or SACCOC accreditation, etc.
d) Collect and apply best data-driven practices across the institution.

**Metrics of Success:** Successes will be measured by the following:
- Key performance indicators and mission- and programs-related metrics developed.
- Investment and implementation made in integrated enterprise-level data management system, interoperability of existing systems (CRMs), and/or creation dynamic visualization capabilities, data governance committee
- Number of offices and processes implementing dynamic visualization and predictive analytics and extent and purpose of use.
- User satisfaction with analytics capabilities.
- Increase in number and quality of auto-generated reports.
- Changes in outcomes because of advanced analytics and forecasting capabilities.

**Strategy 1.2:** Ensure all major initiatives and financial decisions are data driven and supported by high quality strategic and financial planning.

a) Utilize simulations tools and scenario analyses to show potential impacts of major investment decisions.
b) Correlate/connect information across different data sources.
c) Increase personnel and capabilities to evaluate data, decision-making, and process improvements.

**Metrics of Success:** Successes will be measured by the following:
- Reports ROI of major financial decisions made (specifically those made based on simulations tools and scenario analyses).
- Extent of structural interoperability of data systems.
- Employment of analytics personnel to centralize processes.
- Creation of quality assurance/audit committee that oversees operations, son-wide metrics, and financial decisions.

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**Operational Excellence Pillar Goal 2**

*Optimize processes to deliver reliable, excellent outcomes for key internal and external stakeholders.*

**Strategy 2.1:** Expedite, standardize, and centralize core processes and services while achieving excellent outcomes and reducing cost.

a) Optimize operational structure using efficiency models to enable academic, clinical, and research excellence.
b) Apply innovative information technology solutions that enhance operational efficiency, strengthen fiscal stewardship.
c) Capitalize on investment in technology and platforms to allow simplification and automation of all manual routine processes.
d) Align operations and centralize processes of all academic-related student services to maximize productivity (e.g., align operations of academic affairs office, admissions, and student success center).
e) Identify barriers to inefficiencies using lean methodologies (e.g., processes with unnecessary redundancy and non-value-added activities).

**Metrics of Success:** Successes will be measured by the following:
- Investment in new innovative information technology solutions to standardize and centralize core processes.
- Number of automatized processed.
- New integrated model of operations (alignment).
- Conduct of swot analysis.
- Number of lean methods conducted and for which processes.
- Creation of quality assurance committee that oversees operations, son-wide metrics, and financial decisions.
Strategy 2.2: Create effective and efficient organizational structure and governance model that supports collaboration and diverse changes while fostering trust, enhancing communication and cooperation.

1. Improve internal (within school) and external (between the school, institution, and external stakeholders) communication and collaboration.
2. Streamline process and time of communication (horizontal and vertical communication).
3. Identify barriers to across institution collaboration in education, research, practice.
4. Highlight research strengths and build mechanisms for inter-schools’ and community collaboration in research, education, and practice.
   a. Number of interdisciplinary courses and collaborations in research across campus.
   b. Number of mechanisms created (improved) for inter-schools’ and community collaboration in research.
   c. New mechanisms for communication (e.g., SMS-specific app to communicate with students, connect with PeopleSoft, etc.- academic and student affairs communication).

Operational Excellence Pillar Goal 3

Fuel current and future growth by maximizing personnel productivity and increasing accountability of fiscal performance across existing/enabled assets and resources.

Strategy 3.1: Identify, prioritize, and maximize opportunities to improve faculty and staff productivity.
   a) Streamline the structure, operations, and membership of SON standing committees to maximize productivity (e.g., meeting frequency, maximize the value of annual reports).
   b) Measure faculty and staff productivity using common standards and align incentives to productivity.
   c) Enhance operational excellence via collaboration across campus.
   d) Maximize the utilization of canvas tools to support different academic operations (automate the learning contracts within canvas, autogenerated messages for at risk students, etc.).
   e) Optimize UT Performs system that align required mission pillars for staff to incorporate smart goal planning, productivity formula.
   f) Optimize and automate faculty progression and evaluation process to increase productivity.
Metrics of Success: Successes will be measured by the following:
- Development of a goal-driven model for each son committee that aligns with SON mission pillars based on key performance indicators, operations, and programs metrics.
- Development of a structured informative annual reporting system for SON committees that capture trended improvements and achievements.
- Track number of virtual vs. In-person engagement in committees and meetings.
- Adoption of productivity formulas that align all mission pillars faculty and meet staff productivity.
- Utilization of new tools in canvas to maximize efficiency in education.
- Track task completion through a project management tool (i.e., Microsoft project software).
- Number of trained personnel on platforms, such as UT performs, project management software, etc.

Strategy 3.2: Enable individuals to work at the top of their skill set.

a) Streamline the structure, operations, and membership of SON standing committees to maximize productivity (e.g., meeting frequency, maximize the value of annual reports).
b) Measure faculty and staff productivity using common standards and align incentives to productivity.
c) Enhance operational excellence via collaboration across campus.
d) Maximize the utilization of canvas tools to support different academic operations (automate the learning contracts within canvas, autogenerated messages for at risk students, etc.).
e) Optimize UT Performs system that align required mission pillars for staff to incorporate smart goal planning, productivity formula.
f) Optimize and automate faculty progression and evaluation process to increase productivity.

Metrics of Success: Successes will be measured by the following:
- Professional development session/programs on productivity, how to handle large classrooms, how to maintain balance across mission pillars, how to use systems, etc.
- Faculty and staff perception about the effectiveness of professional development session/programs.
- Reports that incorporate productivity and key performance measures
Operational Excellence Pillar Goal 4

Optimize space utilization, energy consumption, and outsourcing vendor relations.

**Strategy 4.1:** Track and optimize space utilization.
   a) Track and optimize the utilization of spaces, offices, wellness 360, centers (e.g., cs), and classrooms at the son.
   b) Track services utilization by students, staff, and faculty.

**Metrics of Success:** Successes will be measured by the following:
   - Implementation of space utilization software to maximize space and relocation management, identify inefficiencies, and decrease cost.
   - Report average peak space utilization.
   - Track occupancy vs. Capacity metrics.
   - Utilize a Cost Per Person Model (cppm) to determine inefficiencies in multi-use rooms, desk sharing.
   - Energy cost calculator based on in office vs. Remote personnel.

**Strategy 4.2:** Track and optimize procurement
   a) Procurement to focus on strategic sourcing (strategic vendor contacts), increase agreements with strategic contactors with multiple products, create new contracts with food and beverages.
   b) Implementation of space utilization software to maximize space and relocation management, identify inefficiencies, and decrease cost.
   c) Report average peak space utilization.
   d) Track occupancy vs. Capacity metrics.
   e) Utilize a cost per person model (cppm) to determine inefficiencies in multi-use rooms, desk sharing.
   f) Energy cost calculator based on In office vs. Remote personnel.

**Metrics of Success:** Successes will be measured by the following:
   - Total number of open, closed, and pending matter across vendors to measure workload and productivity.
   - Total spend / vendor.
   - Faculty, staff, and students’ satisfaction with the process.
Strategy 4.3: Optimize environment and energy management
   a) Track and optimize environment management and energy management.
   b) Improve energy consumption and savings at the building level through incentive system.
   c) Invest in energy-efficient infrastructure.

Metrics of Success: Successes will be measured by the following:
   • Track and optimize environment management and energy management.
   • Improve energy consumption and savings at the building level through incentive system.
   • Invest in energy-efficient infrastructure.