State of the College Update
August 20, 2015
Dean Lazelle E Benefield (with a cast of many!)
College of Nursing
University of Oklahoma Health Sciences Center
Agenda

• Budget update (completed)
• Mid-Year 2014-15 Dean’s Update
• Attention to Mission:
  • Workforce needs/Education Goal
  • Service Goal
  • Research Goal
  • Core Values; Our own professional expectations
• Compelling Priorities
• Launch the Year!
Mid year 2014-15 Dean’s Update

1. National recognition USNews and World Report

2. We are committed to supporting informal and formal mentorship of faculty who are prime for future leadership roles.

3. CON Inclusiveness Statement developed with student, faculty, staff, and College Taskforce on Inclusiveness input. Continue emphasis to sustain an inclusive environment and recruitment/retention of students and faculty who are representative of the population we serve

4. Recruit two professorships (Wong, Klabzuba)
• 5. Academic-clinical partnerships: cooperative relationships important for our joint sustainability
  • OU Medical System, OKC VA, Duncan Regional
  • Stephenson Cancer Center
  • other partners (OHAI)

Together with clinical partners we implement novel strategies to enhance the education of our students at the pre-licensure, post-BSN (residency program, MSN level scholarships) and doctoral level. We will continue to be successful when we work together in these innovative ways.
6. College expenditures in line with state budget; plan for FY16 expected reduction in state funding.

7. Strategic planning: last five years focused on priority setting so we are in the enviable position of being proactive, not reactive, if our state budget allocation is reduced. It will be tough, but we are prepared.

8. We continue our focus on enlisting friends and alumni of the College to financially support us in our important initiatives.
Moving Forward 2015-
Expectations as we conduct our work

• Our high regard for and attention to the outcomes of a professional education – intellectual agility, the capacity for continued learning, an ability to work with others, a sense of civic responsibility – is critical. These are values expressed by OU and the College.

• We need to sustain cohesion as a team, **attention and accountability to mission**, and transparency in results as we prepare the next generation of nurse leaders.
Attention to Goal: Education
Focus Groups w/ Clinical Partners

• Need: more BSN --- although some stressed acute care adult, there was focus on community and community needs that are forthcoming (specifically related to BSN and APNs and system management)

• Residency programs, and w/ new models of healthcare... the clinical doctorates in managing populations of patients...

May 2015
Focus Groups w/ Clinical Partners

Outcomes of a professional education

**BSN** competencies: technology, conflict resolution, cultural competence beyond basics, HCAP, critical thinking

**MSN** competencies: care coordination, person centered health home, multidisciplinary team approach, business model, informatics, meaningful use, team communications...physical assessment skills.... transitions of care, life long learning, EBP

Residency programs, with new models of healthcare...clinical doctorates in managing populations of patient.

Next step – materials be reviewed by Program Directors thru lens of the lens of budget, mission, role of CON in AHC.

“intellectual agility, the capacity for continued learning, an ability to work with others, a sense of civic responsibility” Author Unknown
Attention to Goal: Service

Provide health-related and professional services in OK and the global community

OU College of Nursing Care Management Services: A collaborative approach to assessing, providing, coordinating and monitoring healthcare services

OUCN CE Department
OU Nursing Education Consortium
Attention to Goal: Research

- (Oklahoma City, July 30th) - Researchers at the OU College of Nursing are targeting improved health and the elimination of urban health disparities in the state with the help of a new $300,000 federal grant.

- The Agency for Healthcare Research and Quality grant provides funding for two years for the project, “A Community e-Health Promotion Program Addressing Oklahoma’s Urban Disparities.”

- This grant is the culmination of...planning and development that involved our team as well as leaders from the faith community,” said Dr. Kathleen Dwyer, principal investigator.

- The research team: Drs. Nagykaldi and Wickersham, Dept of Family and Preventive Medicine (COM); and CON faculty Drs. Voncella McCleary-Jones, Patsy Smith, and John Carlson M.S.

- Community co-investigators: Norma Goff, Dr. James Dorn, Mary Overall & Dr. Ruth Colbert Barnes.
Attention to Mission

Core Values held by the College:

• Overarching: diversity, innovation and creativity, scholarship

• Measures of Excellence: lifelong learning, doing the right thing for students, faculty, staff, and community, access to education, leadership development

• Our areas of focus - education, research, and service - should reflect community partnerships, interdisciplinary collaborations, and evidence-based practice
Attention (and accountability) to Mission...

Personal accountability includes

1. Commitment: think about the CON as a whole and do what it takes. Give yourself authorization to make professional possibilities happen. (who is responsible for your overarching success?)

2. Resilience: keep at it - the future of Oklahoma nursing is in your hands

3. Own it: accept the consequences of your actions, good or bad, learn from it

4. Be a Good Citizen: this requires (for some) a new way of looking at work and one’s actions, precision in focusing on priorities, putting non-priority items aside (temporarily, permanently)
People will notice where you place your attention...

• Give the gift of your work freely and joyfully
• Focus on priority work for the College; don’t see buy-in as optional
• Work in challenging circumstances and succeed anyway
• Be clear that suffering (or negativity) is optional and often self-imposed
• Your circumstances are not the reasons you cannot succeed. Our circumstances are the REALITY in which we MUST succeed
• Seek out feedback, take responsibility for your development and future
• Find the opportunity in every challenge, b/c challenges are our reality

You are empowered through knowledge, your appointment in the CON, your assignments and committee membership/leadership.

Empowerment without accountability is chaos..
Empowerment with accountability is SUCCESS!!
GOALS: Education, Research, Service

Knowledge Development: **Strengthen Research Capability and Capacity**

Strong Educational Programs: **Enrich the Educational Experience**

Infrastructure Support: Align Infrastructure with Future Priorities

Create and Implement **Innovative Models of Care**

Align Resources with Strategic Priorities (funds, faculty, staff, donors, efforts)

Knowledge Development: Strengthen Research Capability and Capacity
We would be wise to observe these principles:

• Agree on a small number of compelling priorities that serve both students and the state and national interest.

• Commit to the urgent pursuit of such priorities according to a monitored and documented process.

• Sustain a commitment to priorities that may take longer than anticipated to accomplish.
Compelling Priorities

• Mission/goals of the OUHSC

• Summary of Deans’ Retreat February 2015

• CON Strategic Plan and Map Review May 2015
  ✓ Review and update – large group faculty and staff
    Program Directors workgroup
    Faculty Onboarding and Development workgroup
    Research workgroup
  ✓ Recommendations
  ✓ Data from community partners

• Align with resources and move forward
### Deans’ Retreat February 2015

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<th>Themes</th>
<th>Takeaways</th>
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<td><strong>Roundtable:</strong></td>
<td>• Reviewed topics: OU Medicine clinical enterprise, interprofessional education, community outreach, and the proposed development of an Innovation District</td>
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| **Research strategic plan:**   | • Refined the assessment of *Strengths, Weakness, Opportunities, and Threats (SWOT)* relevant to the 2015-2020 Research Strategic Plan.  
  • Next, Research Deans / Directors will revise the draft Research Strategic Plan (i) for review by the Deans’ Council, (ii) for broad input from all researchers on campus, and (iii) for consultation from community stakeholders.  
  • The timeline for completion is Fall 2015.  
  • Implementation includes periodic review of specific metrics and targets, and ongoing collaboration with researchers. |
| **Financial planning and resource allocation:** | • Explored opportunities for *revenue generation and cost streamlining*, given the trend of external funding sources.  
  • Concepts from various budgeting models discussed as a potential complement to traditional incremental-based budgeting.  
  • The Deans’ Council will continue to focus on key performance measures and how to support the missions and strategic initiatives across the Health Sciences Center, and to *sustain selective and distinctive growth*. |
| **Faculty and executive onboarding:** | • Generated *multiple ideas* for how to enhance the onboarding experience for new faculty, segmented by execution at the *campus, college, or department level*.  
  • Ideas span the timeline from faculty member pre-arrivial, to Day 1, to the Year 1 review and beyond, with a focus on *mentoring, community building, and career success*. |
| **OUHSC Strategic plan:**      | • The Deans’ Council and Provost’s office will work together to collate each College’s current strategic plan and to *synthesize shared themes and Campus priorities*. |
We (CON) annually review and update priorities matched to available resources (faculty, IT, and HSC resources)

• Faculty and staff involved in governance of programs
  - strategic planning & strategic implementation update reviews
  - program and course evaluation
  - conduct of academic work within the teaching/learning cycle; evaluate with feedback loop to improve quality
  - organized committees and program faculty work
Strategy Update (Map): Fac/Staff Members

- Jo Azzarello
- Lazelle Benefield
- Heath Burge
- Barbara Carlson
- Jesse Clark
- Kathy Cooper

- Melissa Craft
- Pam Crawford
- Susan Ellerbee
- Sandra Fix
- Barbara Holtzclaw
- Emma Kientz

- Betty Kupperschmidt
- Gary Loving
- Lisa Macias
- Paula Maisano
- Stephanie Marfurt
- Voncella McCleary-Jones

- Laurie Price
- Teri Round
- Rob Waskom
- Francene Weatherby
- Jeana Wilcox
- Janet Wilson
Position the College of Nursing as a Recognized National Leader in Nursing Excellence

University of Oklahoma College of Nursing
Strategic Map: 2011-2016

05/12/2015

A

Enrich the Educational Experience

1. Determine Future Program Priorities

B

Strengthen CON’s Research Capability and Capacity

2. Implement Dynamic Improvement Process for Current Programs/Curricula

3. Optimize Delivery Methods Across All Programs

C

Create and Implement Innovative Models of Care

4. Strengthen Student-Faculty Engagement and Support

5. Expand and Strengthen Student Leadership Development

6. Enhance Recruitment to Increase Diversity of Students and Faculty

7. Achieve Targeted Enrollment in All CON Programs

D

Align CON Infrastructure with Future Priorities

8. Position CON to Attract Research-Active Faculty with High Funding Potential

9. Engage Masters and Undergraduate Students in Research

E

Align CON Resources with Strategic Priorities

10. Enrich the Educational Experience

11. Create and Implement Innovative Models of Care

12. Strengthen CON’s Research Capability and Capacity

13. Align CON Academic and Staff Teams

14. Strengthen CON Infrastructure with Future Priorities

15. Develop and Implement a Comprehensive CON Business Plan

16. Optimize the Utilization of Faculty and Staff

F

Develop and Strengthen Interprofessional, Team-Based Approaches

17. Foster a Culture of Scholarship

G

Strengthen Faculty and Staff Development and Support

18. Align CON Resources with Strategic Priorities

F

Develop and Strengthen Interprofessional, Team-Based Approaches

17. Foster a Culture of Scholarship

G

Strengthen Faculty and Staff Development and Support
Discussion led to making the following updates:

- Extend to include 2016
- A-3 *Optimize* delivery methods across all programs – means right mix of traditional and innovative methods.
- Objective A/B/C-8 *Develop and strengthen interprofessional, team-based approaches*. These already underway, important to focus across education, research, and models of care.
- New B-1 *Increase* research funding. Always the intent. Adding this objective makes the intent more explicit
- B-4 *Attract research-active* faculty with high funding potential. *(remove term Position CON, this has been done, now focus on ATTRACT.*
- B-6 Engage masters and undergraduate students in research.
- E-3 *Develop and implement* plan for donor and alumni relations (explicit emphasis on the CON alumni)
- E-4 *Expand and diversity* external funding (emphasizes other aspects beyond research funding, already referenced in B)
Program Directors Work Group

- Kathy Cooper
- Melissa Craft
- Susan Ellerbee
- Barbara Holtzclaw
- Emma Kientz
- Betty Kupperschmidt
- Gary Loving (lead)
- Stephanie Marfurt
- Voncella McCleary-Jones

Address efficiencies in program implementation
- Structure and organization
- Faculty utilization
- Processes and implementation of curricula
Research Workgroup

• Jo Azzarello
• Doris Benbrook
• Barbara Carlson
• Elena Cuaderes
• Jack Friedman, OU Norman-Research
• Barbara Holtzclaw (lead)
• Thubi Kolobe, Allied Health
• Anne Pereira, Pharm & Grad College
• Janet Wilson
• Jim James, Medicine

• Increase research funding
  • Strategies and timeline FY16 to engage CON research-focused faculty with OSCTR and other HSC research programming
  
  • ID resources from OSCTR or reallocated from current College resources for these faculty in support of furthering research programs

  • Tangible outcomes expected FY16
Faculty Onboarding and Development Workgroup

- Jenny Barnhouse
- Cindy Beisner
- Stephanie Marfurt
- Brenda Nance
- Jeana Wilcox (lead)
- Valerie Williams (lst hour)

- Weave resources at OUHSC, AACN and CON CE into faculty development plan to address CON needs
  - Faculty Development Calendar 2015 and 2016
  - APRN preceptors updated role and responsibilities and onboarding
Compelling Priorities: how we secure and deploy resources:

• We set priorities from our reviews (visually presented in a one-page Strategic Map)

• Within budget we direct resources to our core and the priorities

• Strategic work is 10-15% of effort redirected (not added on)
EX: how we secure and deploy resources:

• Strategic work is 10-15% of effort redirected (not added on)
  • UG: inclusive learning environment; excellent clinical and simulation experiences; learning provides the requisite competencies including global citizenry, intellectual curiosity, etc.
  • GRAD: accelerate time between admission to graduation; scholarship for FT study; affiliate with clinical/research HSC

• Action Steps: rework and improve how we conduct our programs, seek donors who will support our specific goals, focus on recruitment of student/faculty who reflect the populations we serve, wildly advertise our successes locally and nationally
Manage Present
Create Future
Selectively Forget Past
• Strong Faculty

• Focused giving:
  • Fran and Earl Ziegler donation to name the College: $$$$  
  • Alumni Board: dedicated funds to support the global study, Arezzo program  
  • Unrestricted donor funds: FT scholarship for doctoral student –women/child health 

  “We want to support the College in a manner that helps others see the vitality and strength, this will help as we recruit new faculty, especially the Wong Professorship.”

• State funds directed to priorities – with constant tracking
INCLUDES managing

• Mission and Governance

• Institutional Commitment and Resources

• Curriculum and Teaching-Learning Practices

• Aggregate Student and Faculty Outcomes
CCNE Accreditation Standards

• Standard I  Program Quality: Mission and Governance
• Standard II  Program Quality: Institutional Commitment and Resources
• Standard III  Program Quality: Curriculum and Teaching-Learning Practices
• Standard IV  Program Effectiveness: Aggregate Student and Faculty Outcomes
2015-16: I invite you to continue to....

- Commit to excellence in our academic mission – curricula and programs and teaching must be tight, agile, and student focused. Faculty across clinical and research programming must be prepared for the full scope of their role – either as clinical or tenure track faculty.

- Increase our research enterprise and the amount of funded faculty research and creative activity as a means to improve the health of the populations we serve.

- Attract students across diverse backgrounds, and instill competencies in faculty and students that enable meaningful work as citizens of the globe.

- Keep our service strategic – build healthcare enterprise in our statewide community with our mission in mind as we manage the day to day of the College.
Let’s Launch 2015-16!!!!!!