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CALIFORNIA STATE UNIVERSITY, LOS ANGELES

Patricia A Chin School of Nursing

Strategic Plan

Preamble:

California State University, Los Angeles embarked on a Strategic Planning Process during 2015-2016 which resulted in a living document of Mission, Values, and four Strategic Priority Areas with associated key initiatives <http://www.calstatela.edu/strategicplan>. The Patricia A. Chin School of Nursing (PACSON) at California State University, Los Angeles was named and dedicated on April 20th, 2018. The California Board of Registered Nursing made a site visit and endorsed continued approval during the Spring of 2018. During 2018, the faculty, administrators, advisors, staff and alumni of the PACSON began a transparent and inclusive process to align our strategic plan with the University and College strategic plans. We engaged in a SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats) using on-line survey instruments followed by qualitative review and in-person consensus of the responses. The PACSON held an all-day retreat on April 2nd, 2018 during which we updated the Philosophy and began work on alignment of priority areas. During Spring Semester of 2019 the faculty reached consensus on this five-year strategic plan.

Philosophy:

The Patricia A. Chin School of Nursing recognizes that nursing holds a distinctive and trusted position in health care. With this prominence comes a responsibility to improve the human condition in a diverse society. The concept of person, health, environment, and nursing therapeutics provides the synergism that defines the art and science of the nursing discipline and shapes health policy. We mindfully seek to improve the dynamic influence of social determinants of health, acknowledge human differences, and recognize implicit bias and reject stereotypes in order to provide safe and culturally sensitive care. We endeavor to create a learning environment that promotes diversity, equity, and inclusiveness, valuing the individual differences of students' learning styles, challenges, and support systems. We believe that improvement in health care will be facilitated through the collaborative efforts with patients,

family and community, and multidisciplinary health professionals to improve clinical judgment, patient outcomes, scholarship, and research.

Mission:

The Patricia A. Chin School of Nursing transforms lives and fosters healthy, thriving communities across greater Los Angeles, Southern California, and the nation by cultivating and amplifying our students' unique talents, diverse life experiences, and intellect. Through engaged teaching, learning, scholarship, research and public service the faculty, advisors and staff support students' overall success, well-being, and the greater good for the populations we serve.

Vision:

The Patricia A. Chin School of Nursing will be internationally recognized as the premier comprehensive program in greater Los Angeles offering baccalaureate, masters, post-masters, and doctor of nursing practice degree and certificate programs. We push boundaries and prepare graduates to be innovative leaders in their professional and civic lives. Faculty, students, and graduates will improve delivery of healthcare for the public good through partnerships that are inclusive of our local, regional, and global communities.

Values:

- ***Students First***
We are student centered, placing students' academic success, career-readiness, and well-being as the driving force of our work.
- ***Pushing Boundaries***
We promote innovation in healthcare through the Patricia A. Chin School of Nursing Simulation Center which provides a state of the art environment that nurtures excellence in practice, research, and interdisciplinary innovation.
- ***Engagement, Service, and the Public Good***
We foster meaningful, collaborative relationships through the Chin Family Institute for Nursing, which serves as a center for nursing excellence with an emphasis on caring for diverse and underserved populations.
- ***Diversity, Equity, and Inclusion***
We promote a welcoming environment for our students, faculty, staff, and the communities we serve. We understand the dynamic influence of social determinants of health while recognizing associated implicit biases and rejecting stereotypes.

- ***Engaged Teaching and Learning***
We encourage our students to be partners in their own education, to value lifelong learning, to embrace new knowledge as they navigate their nursing career and throughout their journey from novice to expert.
- ***Academic Distinction through a Community of Scholars***
We are a community of scholars that contribute to research and education through dissemination and global outreach. We incorporate evidence that supports nursing practice and improved well-being with a focus on health equity and justice in our surrounding communities.
- ***Transparent Collaborative Decision-Making***
We include faculty, students, staff, and community advisors in a collaborative and transparent process using evidence to inform our decisions.
- ***Mutual Respect***
We are committed to ensuring civility and mutual respect among faculty, staff, and students in all professional settings. We embrace diverse learners with varying backgrounds and respect different perspectives.
- ***Academic Freedom***
We support academic freedom and promote professional ethics among students and faculty in accordance with University guidelines and our accrediting bodies.

Strategic Priorities

- 1. Student Success**
- 2. Scholarship**
- 3. Service**
- 4. Health Equity**

Priority #1 Student Success

Goal 1: Create a positive, holistic student experience with a clear and timely path to high-quality undergraduate and graduate degrees, certificates, and continuing education in Nursing.

Activities	Responsible Parties	Timeline	Deliverables	Proposed Outcomes	Actions
Objective: Create awareness of resources for all students during orientation, such as the health librarian, mental health services, tutoring center, and disability services					
Overview of campus and PACSON resources and invite department guests to undergraduate and graduate orientation summer (July 2019) and (August 2019)	Undergrad and Graduate chairs	August 20, 2019 July 2019	Evaluate resources annually	Work with the tutoring center to tailor services for students and offer writing workshops early in academic programs	Drs. Finocharrio and O'Neil include overview of campus and PACSON resources and invite department guests to undergraduate and graduate orientation summer (July 2019) and (August 2019)

Goal 2: Increase student published manuscripts for the culminating experience by 25% in 2020.

Activities	Responsible Parties	Timeline	Deliverables	Proposed Outcomes	Actions
Objective: Increase student scholarship					
Engage students in faculty research and scholarship	Undergrad and Graduate chairs	August 20, 2019 July 2019	Student published manuscripts	Ten published manuscripts per year	Faulty to facilitate graduate students' culminating experiences with published scholarly manuscripts

Goal 3: Promote innovation in healthcare through simulated learning to provide state-of-the-art clinical environments.

Activities	Responsible Parties	Timeline	Deliverables	Proposed Outcomes	Actions
Objective: Enhance technology and student capacity in the Simulation Center					
Seek grants to expand the center	Director of PACSON and the Simulations Center	August 20, 2019 onward	\$1.5 million L.K. Whitter grant	VR and extended reality experiences	Thirty-three seat computer lab and remote debriefing room Budget created
Align theory and clinical simulated experiences	Lead faculty and the Simulations Director	Fall 2019	Simulation schedule	Increased technology	

Goal 4: Ensure resources for appropriate clinical placements.

Activities	Responsible Parties	Timeline	Deliverables	Proposed Outcomes	Actions
Objective: Provide necessary resources for adequate and appropriate clinical placements					
Increase partnerships	Director of PACSON and clinical placement coordinators	August 20, 2019 onward	Develop contracts with new facilities	Five new facilities annually	Engage coordinators and faculty in finding new clinical sites
Increase staff	Director of PACSON	August 2020	New staff	Additional staff member	Dean approval

Goal 5: Ensure availability of required and elective courses and provide advisement for a timely graduation.

Activities	Responsible Parties	Timeline	Deliverables	Proposed Outcomes	Actions
Objective: PACSON faculty representatives on College Curriculum and University Committees					
Inter-disciplinary collaboration	All faculty	August 20, 2019 onward	Sufficient prerequisite courses	Timely student graduation	Monitor graduation rates

Goal 6: Optimize existing Mentorship Program to achieve student success.

Activities	Responsible Parties	Timeline	Deliverables	Proposed Outcomes	Actions
Objective: Expand peer mentoring program to include faculty and students					
Advisement activities to include mentorship	All faculty	August 20, 2019 onward	10% increased student mentoring	Improved course outcomes	Monitor student success in classes

Priority #2 Scholarship

Goal 1: Provide degrees of the highest quality by investing in faculty who are committed to scholarship and evidence-based practices.

Activities	Responsible Parties	Timeline	Deliverables	Proposed Outcomes	Actions
Objective: Target faculty who are experts in their field and have an agenda of research					
Faulty searches	Search committee	August 20, 2019 and onward	Robust faculty applicant pool	4 applicant faculty on site visits	PACSON faculty and student interviews
Integrate evidence-based practice throughout PACSON courses	Undergraduate and Graduate Chairs	August 20, 2019 onward	Evidence-based practices	10% increase in student research	Monitor student projects and presentation

Goal 2: Engage faculty academically to facilitate scholarship of practice, teaching, and learning.

Activities	Responsible Parties	Timeline	Deliverables	Proposed Outcomes	Actions
Objective 1: Increase the number of tenured faculty in PACSON					
RTP A and RTP B committees	PACSON Director and faculty Dean Xu CHHS	August 20, 2019 and onward	Clear process that supports the mission of the University, College and School	Written expectations for each RTP category	Monitor the RTP process
One course release each semester per AY x 2 years	Scheduling	August 20, 2019	Dedicated research time	Facilitate TT faculty research	Monitor progress of publications
Objective 2: Foster an academic environment to encourage research and grant funding					
Engage with the office of research and sponsored programs	FSED committee Director of PACSON	August 2019	Increase HRSA grants for students	Funded HRSA grants	Collaborate with community partners

Priority #3 Service

Goal 1: Work closely with the Career Placement Center and the Veterans Resource Center to maximize soft skills for veterans' inclusion and sense of belonging.

Activities	Responsible Parties	Timeline	Deliverables	Proposed Outcomes	Actions
Objective: Increase veterans' sense of belonging					
Contact the Veterans Resource Center each semester	Faculty veterans	August 20, 2019	Workshops for veterans	10% increase in veteran graduation rates	Yearly report of graduation rates

Goal 2: Expand innovative education delivery models to increase nursing opportunities to the communities we serve.

Activities	Responsible Parties	Timeline	Deliverables	Proposed Outcomes	Actions
Objective 1: Convert undergraduate courses to hybrid format					
Submit course mods for hybrid format	Curriculum committee	August 2020	Undergraduate program courses offered online 2021	Approved course mods	Monitor course approvals
Objective2: Convert 5 year BSN roadmap to 4 year BSN plan					
Develop 4 year plan using San Diego State's BSN model	Undergraduate Chair and Director PACSON	Admit August 2020	Pre-requisite course changes and course availability	On time graduation rates	Create new BSN roadmaps Update website Notify BSN
Objective 3: To meet the needs of the communities we serve					
Create an interdisciplinary partnership with the CCOE and with LAUSD	Director of Nursing LAUSD leadership	August 20, 2021	LAUSD School Nurse certificate	Certificates for 300 + school nurses	Submit required paperwork to the state Approval process

Priority #4 Health Equity

Goal 1: Deliver programs in nursing where students and faculty thrive through partnerships with underserved communities to improve health outcomes and reduce disparities.

Activities	Responsible Parties	Timeline	Deliverables	Proposed Outcomes	Actions
Objective: Establish partnerships in underserved communities					
Establish partnership with AltaMed Clinics	Director PACSON Director of AltaMed	August 20, 2019 and onward 4 year grant	HRSA NEPQR Grant	\$2.5 million Hiring new BSN graduates	Create nursing course and clinical preceptorships

Goal 2: Graduate civic-minded students dedicated to addressing the dynamic influence of social determinants of health and rejecting stereotypes in order to provide safe and culturally sensitive care that is facilitated through collaborative efforts with patients, family, and community.

Activities	Responsible Parties	Timeline	Deliverables	Proposed Outcomes	Actions
Objective: Partner with health organizations that promote social justice and further the public good					
Incorporate threads of social determinants of health throughout curriculum	Curriculum committee	August 20, 2019	Student projects/activities	Student awareness	Caring behaviors and individualized plan of care for patients
Acknowledge human differences and recognizing implicit biases	Lead faculty of each course	August 20, 2019 ongoing	Articulate social determinants of health on patient care	Improved patient outcomes	Create Student survey