

Although the CNPD is in the beginning stages of updating the CNPD Strategic Plan, it will not be ready for implementation until the 2017-2018 academic year. It is anticipated that this strategic planning process will include a SWAT analysis and alignment with UND's finalized strategic initiatives.

The current CNPD Strategic Plan (2014-2017) includes the following strategic directions:

- 1. Foster a teaching and learning environment that focuses on the success of students to live, work and lead in a global society:** student retention; student outcomes; teaching, learning, scholarship support/resources; diversity and multicultural perspectives.

Impact: a) Proposed budget cuts will impact the CNPDs ability to provide funding for faculty travel for development in the areas of teaching/learning and scholarship/research. We have addressed this challenge, recently, by bringing professional speakers (concept based curricula, civility in the workplace and classroom, exam construction, etc.) to the CNPD to maximize our development dollars. We will continue to utilize this efficient mechanism for faculty development depending on available funds. b) Proposed budget cuts will impact faculty teaching assignment load, leaving less time for advising and scholarship. Additionally, the increased use of very part-time/adjunct faculty may impact the overall quality of instruction and reduce the number of faculty available for student advising. It will be imperative that we maintain an adequate number of qualified and permanent faculty who are able to **both** teach and advise students in our efforts to maintain and/or improve student retention. The CNPD has recently strengthened our assessment of student learning procedures and we carefully monitor for achievement of student outcomes and other student and faculty satisfaction variables. c) Proposed budget cuts will impact the recruitment of diverse students and faculty. As a result, the CNPD will need to use creative and inexpensive mechanisms for successful recruitment. One mechanism that has been successful for us includes personal contact with our own PhD in Nursing graduates. In 2015 we were able to hire one of our PhD in Nursing graduates and one PhD in Teaching and Learning (UND) graduate. Nursing recently received an application from one of our early PhD in Nursing graduates for a full-time, non-tenure track position. Social Work was recently able to hire a full-time faculty member for a clinical track position. This person was recruited locally from within the Grand Forks Social Work community. e) Budget cuts will impact our ability to purchase and update clinical simulation equipment within the CNPD Clinical Learning and Simulation Center. Simulation equipment is expensive to purchase and to maintain. Fortunately we have been able to update our equipment fairly recently and it remains in good condition. Moving forward we will need to monitor the equipment carefully and find the necessary funds to replace. The use of simulation in nursing is critical to the success of nursing students and vital to patient safety. It is able to replace up to 50% of clinical learning experiences which can be challenging for nursing programs to obtain.

- 2. Engage in strategic growth of academic programs based on institutional priorities that address opportunities for students and meet the priority needs of North Dakota and the region:** targeted enrollments while maintaining student retention; targeted program growth; evaluation of current program offerings with phase-outs as needed.

Impact: The CNPD recently reviewed all program offerings and either eliminated or began phasing out three such programs based on either low-enrollment, overall costs, and/or not

fitting with the CNPD mission (Adult-Gero CNS, Advanced Public Health Nursing, Social Work PLUS program). We will continue to evaluation programs on an on-going basis. Student recruitment efforts for lower enrollment programs such as the Nursing DNP and PhD programs will need to be creative and with minimal costs as our recruitment dollars have been cut. Recruitment efforts were discussed above.

- 3. Promote excellence in teaching, scholarship, and service to recruit and retain quality students and faculty and to increase institutional recognition:** increase publications and other peer-reviewed scholarship, Target innovative internal funding opportunities; increase external grant awards; increase the number of tenure track faculty with aligned programs of research.

Impact: a) Proposed budget cut strategies include increasing faculty workload in the area of teaching. Increasing faculty teaching workload may impact the faculty member's ability to publish or complete other scholarly work. Additionally, quality of instruction will also become a concern when using this strategy as will student advising and faculty retention. This will be a balance we will strive to obtain but will be more challenging.

- 4. Expand recognition of the CNPD within the community as a source of knowledge and expertise related to Nutrition and Dietetics, Social Work, and Nursing issues:** strengthen faculty and staff online presence; market expertise of faculty and staff; collaborative partnerships with communities of interest.

Impact: Minimal impact in this area. At this time we have excellent staff who are able effectively market faculty and programs. Loss of additional staff would impact our ability to meet this strategic initiative. We have developed excellent collaborative relationships with Altru Health System and plan to continue to develop those relationships with other communities of interest.

- 5. Develop educational, civic, business and other professional partnerships that enrich student learning, address community needs, and provide opportunities for student leadership and service:** faculty expectation for professional organization membership; student involvement in campus/university committees and student organizations; support for student activities.

Impact: Minimal impact in this area. We support and will continue to support faculty and student involvement in both organizations and committees. This is an accreditation requirement, as well.

- 6. Ensure stewardship of University and College resources through responsible operations and investments in the mission of the CNPD:** RAIN program; resources to support student and faculty achievement and maintain quality programs.

Impact: As mentioned previously, proposed budget cuts will impact the CNPDs ability to provide funding for faculty travel for development in the areas of teaching/learning and scholarship/research. Further, proposed budget cuts will impact faculty teaching assignment load, leaving less time for advising and scholarship. Additionally, the increased use of very part-time/adjunct faculty may impact the overall quality of instruction and reduce the number of faculty available for student advising. See #1 for further information.

- 7. Foster collaboration and collegiality among student, faculty and staff:** promote diversity and multicultural perspectives.

Impact: a) Proposed budget cuts will impact the ability to recruit faculty of diverse backgrounds.