



TEXAS A&M UNIVERSITY
College of Nursing

STRATEGIC PLAN

2026-2031

Mission, Vision, and Values

Mission

The Texas A&M University College of Nursing prepares professional nurses to meet the demands of evolving health care through education, discovery, research, and service.

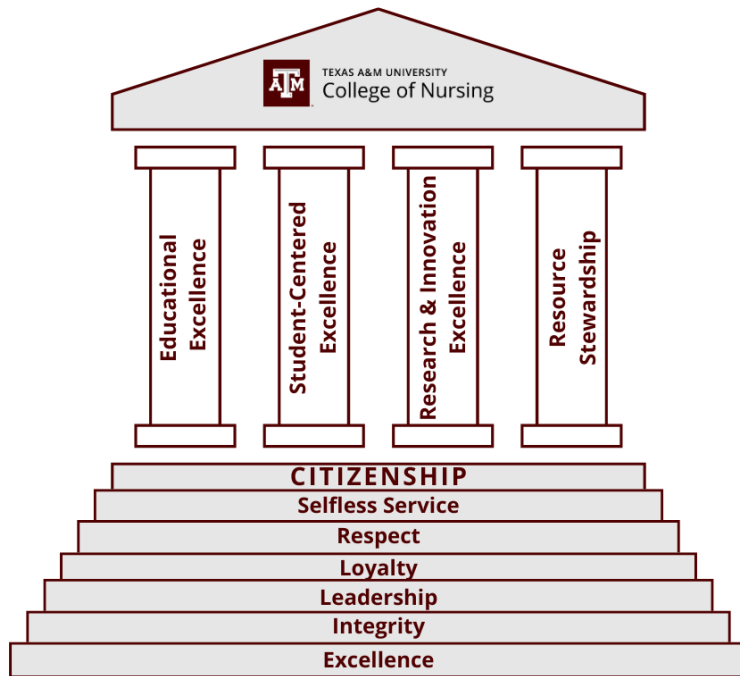
Vision

Our vision is to empower the next generation of nurse leaders to transform health care through innovation, pioneering research, and compassionate care.

Values

The College of Nursing's mission and vision embody the [Aggie Core Values of Excellence, Integrity, Leadership, Loyalty, Respect, and Selfless Service](#). Standing on these values, we strive for a culture of respect and integrity through shared governance, transparency, appreciation for engaged citizenship, and interprofessional collaboration.

Strategic Plan



At the heart of Texas A&M University lies a tradition built upon the foundation of the Aggie Core Values: **Excellence, Integrity, Leadership, Loyalty, Respect, and Selfless Service**. These principles not only define what it means to be an Aggie but also serve as a **foundation** for responsible citizenship in our communities and beyond.

In the Texas A&M University **College of Nursing**, these values carry a deep significance. Nurses embody **selfless service** through their dedication to patient care, advocate for **respect** and dignity in health care settings, and uphold **integrity** in every decision affecting human lives. **Leadership** in nursing ensures the advancement of compassionate care, **excellence** drives innovations in health care, and **loyalty** fosters a commitment to lifelong learning.

This strategic plan aligns with our mission, vision, and values and provides a roadmap to empower nurses, fostering a culture of active and engaged citizenship within health care. By embracing ethical leadership, patient-centered excellence, and service-driven care, we aim to cultivate nursing professionals who excel clinically and serve as compassionate leaders in their communities.

With this strategic plan, we reaffirm our commitment to shaping nurses who lead with respect, act with integrity, and serve with purpose, embedding the Aggie Spirit in health care and beyond.

Pillar 1: Educational Excellence

Lead: Executive Associate Dean with Academic Deans

Enhance academic and professional education with innovative, competency-based, and student-centered pedagogies to prepare creative, competent, and ethically responsible nurse leaders equipped to advance human health and health care.

Goal 1: Enhance academic rigor and excellence during a period of enrollment growth and curriculum redesign.

Indicators and Data:

- Evaluate and maintain NCLEX, FNP, PMHNP, and certification exam pass rates at or above 90%.
- Evaluate and maintain retention and graduation rates across all academic programs within the college at or above 90%.
- Monitor NCLEX comprehensive pass predictor data, Objective Structured Clinical Evaluation (OSCE) pass rates within graduate programs, and DNP projects/posters grades and dissemination rates.
- Enhance support for learners by recruiting and maintaining dedicated faculty, teaching assistants, and support staff; enhance the use of artificial intelligence, augmented reality, and/or virtual reality technologies; and optimize the use of student outcome data.

Goal 2: Empower each faculty member to achieve their fullest potential through personalized support, professional development, and a commitment to excellence in teaching, research, scholarship, and service.

Indicators and Data:

- Assess overall composition of faculty to align with enrollment growth, program growth, and specialties.
- Track and monitor student-to-faculty ratios across programs.
- Track and monitor faculty recruitment, appointment, and retention records.
- Provide professional development for faculty to maintain or enhance professional and instructional excellence.
- Increase the number of faculty with memberships in national academies by 20%.
- Increase the number of faculty with specialty educational, practice certifications, and/or degrees by 20%.
- Increase the number of faculty receiving state, national, or international honors or awards by 20%.

- Achieve a ratio of full-time faculty that includes 30% tenured/tenure track and 70% academic professional track.

Goal 3: Seek to improve undergraduate and graduate student competency in the effective use of informatics technology such as electronic health records, telehealth, and other digital health tools.

Indicators and Data:

- Assess placement and dosage of informatics technology within the curricula through course mapping.
- Incorporate informatics technology into all levels of nursing education curricula.
- Assess the need for continuing education for faculty related to informatics technology.
- Increase number of student assignments using informatics technology.
- Identify and establish partnerships to develop an EHR sandbox.
- Strengthen and align competencies within academic clinical partnerships to enhance the students' readiness and transition to practice.

Goal 4: Design and implement a systematic curricular evaluation plan for all levels of nursing education programs and courses for ongoing continuous quality improvement.

Indicators & Data:

- Adoption of evaluation models.
- Develop templates for faculty data collection.
- Analysis through curriculum committees, Total Program Evaluation, and administration.

Goal 5: Expand the number of clinical partnerships by at least one per campus per year to enhance student placement opportunities across hospitals, rural immersion experiences, community clinics, telehealth settings, and global health experiences.

Indicators & Data:

- Track and monitor number of new clinical affiliation agreements established per academic year.
- Track and monitor student clinical placement records.
- Proactively seek out and engage with potential partners to develop new academic/clinical partnership opportunities.

Pillar 2: Student-Centered Excellence

Lead: Assistant Dean for Student Affairs with Academic Deans

Cultivate a student-centered culture where people from all backgrounds thrive.

Goal 1: Develop a formalized function to maintain an engagement strategy for former students using marketing, communication, events, and outreach.

Indicators and Data:

- Creation of a foundational customer relationship management/database of former students to centralize contact information, track interactions, and deploy communication.
- Resource allocation for alumni relations function.

Goal 2: Increase current student engagement by 25% by August 2031 to enhance academic excellence and overall program satisfaction.

Indicators and Data:

- Track and monitor simulation-based learning, student-led case discussions, collaborative problem-solving, and experiential learning outside of the traditional classroom.
- Track and monitor classroom participation rates, clinical reasoning scores, course evaluation scores, and research/honors participation.
- Track and monitor student conference attendance, honors program enrollment numbers, interprofessional educational opportunities, and participation in student organizations.

Goal 3: Improve resilience scores among graduating nursing students through targeted interventions aimed at reducing burnout and stress while strengthening resiliency, coping strategies, social support, and self-efficacy.

Indicators and Data:

- Track and monitor student-to-advisor ratios across programs.
- Annually track progress through pre- and post-measurement assessments, faculty and academic/clinical partner engagement, curriculum integration, and retention rates.
- Through a steering committee, implement strategies including resilience training, mentorship programs, faculty workshops, and academic/clinical partner training.

- Assess resiliency efforts/training currently implemented by our academic clinical partners.
- Create a train-the-trainer program on resiliency for the student ambassadors.

Goal 4: Expand current student outreach initiatives by one additional student activity per year.

Indicators and Data:

- Through a steering committee, identify needs and plan community engagements such as health education workshops, community health screenings, physical activity and wellness challenges, mental health awareness and support events, health and wellness fairs, chronic disease prevention programs, and youth health education programs.
- Track program or service grant activities.
- Track number of clinical events.
- Track number of student organization events.
- Recruit and assign faculty and/or staff sponsors for student organizations.
- Pilot a global immersive student experience followed by integration into the curricula based on outcomes.

Pillar 3: Research & Innovation Excellence

Lead: Associate Dean for Research with Executive Associate Dean

Lead transformative research, implementation science, and scholarship that address health challenges of vulnerable, rural, and underserved populations and promote overall human health and innovation.

Goal 1: Expand doctoral programs to include a PhD in nursing program by the fall of 2028.

Indicators and Data:

- Recruit and retain tenured/tenure-track faculty with PhD degrees and research experience to support the PhD program and research initiatives.
- Complete PhD program structure and secure necessary approvals and funding.
- Admit the first PhD cohort.

Goal 2: Increase and expand grant submissions and award funding for research by 10% annually for the next five years.

Indicators & Data:

- Track the number of extramural research grant proposals submitted by faculty.
- Track the number of research grants funded and total research grant dollars received compared to prior year benchmarks.
- Track and monitor the utilization of faculty development resources to support increased funding success.

Goal 3: Increase collaborative research composed of interdisciplinary faculty, health care organizations, and industry partners.

Indicators & Data:

- Establish interdisciplinary research teams of faculty.
- Submit at least two external interdisciplinary research grant proposals annually.
- Pilot and evaluate one intervention to increase interdisciplinary research within three years.
- Track the number of published peer-reviewed research articles by interdisciplinary research teams.

Goal 4: Recruit, retain, and invest in faculty with research programs that align with the college research priorities.

Indicators and Data:

- Provide career stage and specific research mentoring to promote research productivity of faculty.
- Incentivize and recognize excellence in research and scholarship.

Goal 5: Support the advancement and dissemination of high-quality, high-impact, interdisciplinary research and innovative health care delivery programs.

Indicators and Data:

- Establish and support interdisciplinary teams to develop high-quality research initiatives and innovative health care delivery solutions.
- Increase the visibility and impact of scientific findings by supporting faculty and student participation in conferences, publications, and community outreach activities.
- Provide resources and opportunities for faculty and students to develop skills necessary for high-impact research, grant writing, and implementation of evidence-based health care delivery programs.
- Increase number of peer-reviewed publications by 10% per year.
- Publish at least 50 peer-reviewed articles a year with > 25 being research focused.

Pillar 4: Resource Stewardship

Lead: Chief Administrative Officer with Dean and Executive Associate Dean

Diversify and sustain revenue streams and the infrastructure to support growth of current and new educational programs including clinical enterprise as well as optimize resource utilization and operational efficiencies.

Goal 1: Optimize resource utilization and operational efficiencies.

Indicators and Data:

- Monitor and analyze faculty and staff utilization of professional development funding.
- Establish a review process of faculty assignments to ensure full-time faculty are fully assigned each semester.
- Assess the degree to which faculty are learning and implementing innovative teaching strategies, emerging technologies, and/or new digital learning tools into the learning environment.
- Create an efficient technology roadmap.
- Develop and disseminate annual reports with key performance metrics for academic programs, student affairs, research, and business and finance.
- Perform annual cost analysis of programs and services to ensure and enhance optimal utilization of resources and alignment with strategic plan.
- Conduct regular asset assessments, deliver annual training, and track attendance through collaboration among the academic technology team, program coordinators, and faculty affairs.

Goal 2: Maintain emergency preparedness contingency plans and practice stewardship of resources to support academic and clinical success during disruptions of service.

Indicators and Data:

- Create, maintain, and periodically review comprehensive emergency preparedness and contingency plans to ensure uninterrupted academic and clinical operations during service disruptions.
- Optimize and safeguard the allocation and management of resources, including technology, facilities, and supplies to support faculty, staff, and student needs during emergencies.
- Deliver ongoing emergency preparedness and response training to faculty, staff, and students to ensure readiness and resilience in the face of disruptions.

Goal 3: Enhance resource stewardship by implementing a structured faculty and staff recruitment, retention, and professional development program to optimize workforce investment by January 2027.

Indicators and Data:

- Establish and refine a systematic approach for recruiting highly qualified faculty and staff to support the college's academic and clinical missions.
- Provide comprehensive professional development programs aimed at enhancing faculty and staff skills, performance, and career advancement, thereby optimizing the college's investment in its workforce.
- Develop and deploy targeted retention initiatives, including mentorship programs and recognition activities, to foster faculty and staff engagement and long-term commitment.
- Explore opportunities with academic clinical partners and within Texas A&M for joint/shared faculty appointments.

Goal 4: Cultivate additional funding sources for student scholarships, endowed positions, program expansions, centers of excellence, and enhancements to educational experiences.

Indicators and Data:

- Increase the number of corporations and foundations that contribute funds to the expansion to the Rio Grande Valley, centers of excellence and new academic programs.
- Increase in the number of student scholarships awarded by 50%.
- Increase the overall amount of scholarship funds awarded to students by 25%.
- Establish endowed faculty positions.
- Submit at least one funding application per year.

Goal 5: Foster wellness and a healthy work environment through open communication, collaboration, collegiality, mutual respect, and shared governance.

Indicators and Data:

- Study perceived or real barriers to wellness within the work environment followed by an action plan.
- Monitor and track items related to wellness and the work environment within the annual Texas A&M Employee Engagement Survey.
- Monitor and track number of governance-related decisions with documented faculty/staff input.

- Track participation in professional development workshops and/or trainings that enhance communication, employment, and leadership skills.
- Plan and execute opportunities for meaningful engagement and communication with faculty, staff, students, former students, and other external stakeholders.