

Allen College Strategic Plan 2015-2019

Honoring our Legacy, Building our Future

Our Vision

Allen College will be

- known for quality graduates and exceptional education experiences;
- built on a model of collaborative partnerships; and
- a highly accessible enterprise providing both on-campus and virtual education.



Our Mission

Allen College is committed to preparing exceptional healthcare professionals through educational programs of excellence; to developing and sustaining a diverse community of learners, faculty, and staff; and to promoting community service, scholarship, and lifelong learning.

Our Core Values

- **Caring:** We listen and respond to individual and community needs with compassion and respect.
- **Community:** As stewards of a diverse community we work together to make a positive difference
- **Integrity:** We create trust and good will through honesty, accountability, and ethical conduct.
- **Learning:** We facilitate a learning culture through scholarship, creativity, experience, application, and a commitment to lifelong learning.
- **Quality:** We are committed to excellence in academics, community service, creative change, and quality outcomes.
- **Accountability:** We are each responsible for our actions and our outcomes.

Our Goals

Allen College is committed to

1. preparing outstanding healthcare practitioners who are committed to lifelong learning;
2. developing and implementing accessible academic programs of excellence that are responsive to the workforce needs of Iowa and the nation;
3. recruiting and retaining highly qualified and engaged students, faculty, and staff who represent diverse populations and who embrace diversity, cultural and global awareness, and the inclusion of all its members;
4. promoting a commitment by all members of the Allen College community to lives of service; and
5. adopting management practices that demonstrate outstanding stewardship of all resources to our constituents.

Goal #1: Prepare outstanding healthcare practitioners who are committed to lifelong learning.

Rationale:

Allen College has a longstanding reputation for sponsoring excellent academic programs and producing outstanding graduates. This record of excellence serves the College well in its efforts to recruit and retain highly qualified students. Because of the ever-changing nature of healthcare, the College is obligated to create in its students a desire for lifelong learning throughout their careers as healthcare providers.

We will

1. provide a variety of clinical experiences to support successful entry into practice;
2. incorporate service learning experiences as a teaching-learning strategy;
3. adopt best teaching-learning practices in both the classroom and the virtual environment;
4. evaluate graduates' commitment to lifelong learning;
5. provide resources and support to facilitate students' academic success; and
6. provide access to technologies and resources that support contemporary clinical practice.

Goal #2: Develop and implement accessible academic programs of excellence that are responsive to the workforce needs of Iowa and the nation.

Rationale:

More than 95% of Allen College's students are Iowa residents. Most of the College's graduates remain in Iowa following degree completion. As a specialized institution offering degrees in nursing and health sciences, Allen College is obligated to offer academic programs that are responsive to the needs of Iowa's healthcare consumers. Because Iowa is primarily a rural state, the College needs to develop mechanisms to ensure that its academic offerings are accessible to learners through technology and other means.

We will

1. increase representation of faculty on external bodies in order to stay abreast of health workforce needs across the state and the nation;
2. seek input from potential employers and communities of interest to develop programs that meet current and future needs;
3. continuously assess current and potential technology needs/uses to aid in providing greater access by learners to Allen College's information and programs of study;
4. expand recruitment of out-of-state students for academic programs that have capacity; and
5. ensure that all academic programs meet accreditation standards of regional and specialized accreditors.

Goal #3: Recruit and retain highly qualified and engaged students, faculty, and staff who represent diverse populations and who embrace diversity, cultural and global awareness, and the inclusion of all its members.

Rationale:

America's story is one of immigration and diversity. The United States has welcomed more than 50 million immigrants and still admits almost 700,000 persons a year. Racial and ethnic diversity of the United States is projected to grow substantially in the 21st century, with racial and ethnic minorities accounting for almost half of the population by 2050. Americans now place greater value on diversity, ethnic groups have renewed and celebrated their heritage, and the children of immigrants often grow up being bilingual. As a reflection of America's changing cultural landscape, Allen College seeks to embrace and celebrate the cultural diversity of its students, faculty and staff. Further, by focusing on diversity and inclusion, Allen College is preparing students for the globalization of the workforce.

Several racial and ethnic minority groups and people from socioeconomically disadvantaged backgrounds are significantly underrepresented among health professionals in the United States. Healthcare workforce experts have asserted that a more diverse health professions workforce will lead to improvements in public health. These experts also maintain that greater health professions diversity will likely lead to improved public health by increasing access to care for underserved populations, and by increasing opportunities for minority patients to see practitioners with whom they share a common race, ethnicity, or language. Concordance of race, ethnicity, and language, which is associated with better patient-practitioner relationships and communication, may increase patients' likelihood of receiving and accepting appropriate medical care. Recruiting and retaining diverse faculty and staff will increase the likelihood that the College will be successful in recruiting and retaining a diverse student body.

We will

1. develop, implement, and evaluate admission and retention policies and practices that facilitate the admission, enrollment, and success of a diverse student population;
2. expand efforts, including pipeline programs, to recruit and retain a diverse student body and workforce that reflect the communities we serve;
3. educate the Allen College community and our communities of interest about the importance of developing a diverse healthcare workforce;
4. strengthen the relationship between students and their academic advisors to enhance student success;
5. sponsor experiences to celebrate diversity and promote inclusion;
6. integrate diversity content in all academic programs; and
7. create, implement, and evaluate a formal orientation process for all newly employed associates.

Goal #4: Promote a commitment by all members of the Allen College community to lives of service to others.

Rationale:

All of Allen College's students are preparing for lives of service to others. Following graduation, our students **will serve as change agents (or liaisons, facilitators) to help individuals, groups, families, and communities** achieve the highest levels of wellness and health possible and to cope with altered states of wellness. Allen College also seeks to prepare graduates who are responsible citizens and who contribute to their professions and their communities. Our faculty and staff strive to model lives of service to others and to encourage our students to **recognize their connection with the world and their responsibility to serve it.**

We will

1. provide multiple service opportunities for all members of the Allen College community;
2. designate a single person or committee to coordinate all Allen College service activities;
3. provide service and service learning opportunities in coursework and programs and better inform the community of the College's service activities;
4. increase partnerships with service organizations in the communities we serve;
5. survey graduates regarding their commitment to service within their communities; and
6. encourage student organizations to develop and implement service events throughout the academic year.

Goal #5: Adopt management practices that demonstrate outstanding stewardship of all resources to our constituents.

Rationale:

Over the past decade, Allen College has been fiscally sound, allowing the College to invest in academic programs, faculty development, and facilities. Allen College leaders must continue to make sound fiscal decisions aimed at increasing revenues and managing expenses in order remain financially strong. Given the growing national shortage of nursing and health sciences educators, the College must implement practices that enhance the recruitment and retention of well-qualified faculty. The College's attractive campus grounds and buildings provide an aesthetically pleasing environment for students, faculty, staff, and visitors and influence the recruitment and retention of students, faculty and staff. The increased cost of higher education compels Allen College leaders to seek resources to increase scholarships for students and to help them to make good use of the resources available to them.

We will

1. meet or exceed our annual operating budget goal;
2. increase scholarship support for students;
3. develop and implement strategies to better inform prospective and current students about financial resources and obligations; and
4. maintain an environment that meets the needs of our educational programs, is conducive to learning, is safe, and is aesthetically pleasing.