

## Redefining Healthcare Education; Embracing Emerging Technologies

### *Our Mission*

Allen College excels at providing healthcare education.

### *Our Vision*

Allen College is a Leading Institution to **Enrich Healthcare**.

Allen College is a **community of experts** who use **innovation and technology** to teach students pursuing **healthcare careers** to become **exceptional professionals** who are dedicated to **improving the lives** of those they will serve. Allen College will be recognized as a premier healthcare college where students want to learn, healthcare educators choose to teach, employers seek graduates, and donors channel support.

### *Our Core Values*

Allen College has built a foundation of quality and excellence by embracing five pillars of success:

- **Service:** All Allen College leaders, faculty, staff and students participate in service or service-learning opportunities.
- **Integrity:** Allen College leaders, faculty, staff and students act ethically with transparency and prioritize doing the right thing.
- **Diversity:** Allen College is an institution that creates equal opportunities for individuals to feel valued and respected for their unique contributions.
- **Innovation and Technology:** Allen College advances curricular innovation by developing programs highly sought after by students and leveraging technological advances to ensure curricular success.
- **Quality:** Allen College graduates' certification/licensure pass rates are among the highest in the nation compared to similar educational programs.

## ***Our Strategic Goals***

1. **Meet healthcare workforce needs.** Allen College will continue to meet the healthcare workforce needs by graduating exceptionally educated and emotionally prepared individuals to make a lasting impact on the healthcare industry.
2. **Embrace innovation, technology and lifelong learning.** Allen College will work to expand its reach and impact on nursing and health sciences graduate education by embracing emerging technologies that disrupt traditional pedagogical models and student support services.
3. **Engage with and impact the communities it serves.** Allen College will continue to engage with organizations to provide opportunities for faculty, staff and students that will deepen the engagement and impact on the communities it serves, and the College will have recognition in the community for the service provided.
4. **Provide faculty and staff opportunities for scholarly and societal endeavors.** Allen College will allocate institutional resources as well as pursue grant and donor support to provide faculty and staff the resources to support scholarly endeavors.
5. **Promote an open and inclusive learning environment.** Allen College will revolutionize opportunities for faculty, staff and students who have diverse backgrounds and experiences to learn and thrive in an environment that is open and inclusive.
6. **Make fiscal decisions for sustainability, growth and organizational success.** Allen College leaders will focus on making sound fiscal decisions aimed at increasing revenues and managing expenses for financial sustainability, growth and organizational success.

## **Focus Area #1: Undergraduate and Graduate Education Excellence.**

### **Strategic Initiative:**

With a history of offering educational programs that exceeds 35 years, Allen College has evolved as a premier institution providing undergraduate and graduate nursing and health sciences programs. Allen College will continue to meet the healthcare workforce needs by graduating individuals who are exceptionally prepared educationally to make a lasting impact on the healthcare industry.

### **Tactics to support this initiative, Allen College will:**

1. Invest in a staff member dedicated specifically to expand recruitment/retention with partner schools and educate individuals on their pathway to Allen College.
2. Add at least one new partner school each year.
3. Explore options for increasing the offerings of undergraduate programs in an online or hybrid format with on-ground intensives.
4. Meet with healthcare leaders and stakeholders yearly to discuss workforce needs, which will facilitate in strategizing to meet those needs either by enhancing, adding or sunseting programs.
5. Ensure Allen College graduate faculty will participate in one scholarly activity annually that is directly related to their professional expertise that will enhance the instructional value of the courses they teach.
6. Collaborate with UnityPoint Health to have preferred clinical/fieldwork placement for Allen College students at any UPH facility by 2026.
7. Develop three UPH scholarship and grant/award opportunities that financially benefit students attending Allen College.

## **Focus Area #2: Innovation, Technology and Lifelong Learning.**

### **Strategic Initiative:**

Allen College will work to expand its reach and impact on nursing and health sciences graduate education by embracing emerging technologies that disrupt traditional pedagogical models and student support services. The focus on technology and innovation will create an educational pathway that centers on lifelong learning and challenges graduates to incorporate emerging technologies in their profession.

### **Tactics to support this initiative, Allen College will:**

1. Ensure faculty will complete at least one workshop/professional development session on Artificial Intelligence (AI) and/or emerging technology integration and use within existing educational programs within the next three years.
2. Incorporate some aspect of AI and/or an emerging technology by 2027 in 50 percent of courses; 75 percent by 2029.
3. Ensure at least 80 percent of all programs (e.g., BSN, BHS, MSN, etc.) will have multiple simulation (virtual or face-to-face) opportunities that support course outcomes by 2027.
4. Incorporate artificial intelligence (AI) and any other relevant emerging technologies in the student support services by 2028.
5. Ensure every graduate student will have access to a mentor or advisor with whom they will meet at least one time per semester to develop and implement, when appropriate, a lifelong learning plan.
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### **Focus area #3: Community Engagement and Impact.**

#### **Strategic Initiative:**

Allen College is known as a community-engaged institution by developing and nurturing partnerships and opportunities that have invigorated the community. Allen College will continue to engage with organizations to provide opportunities for faculty, staff, and students that will deepen the engagement and impact on the communities it serves, and the College will track the outcomes of the service and publicize it in the annual report for the community.

#### **Tactics to support this initiative, Allen College will:**

1. Add service and/or service-learning for all students in each semester of their program by publishing at least three opportunities on two different dates per semester.
2. Ensure all Allen College students, including distance education students, will complete a minimum of one institution service-related event every year.
3. Ensure all Allen College faculty and staff will complete 10 hours of institutional service each academic year (amount may be pro-rated on FTE status).
4. Continue the Rural Grant program and expand the programming offered to rural schools within 75 miles of the Allen Campus by 2028.
5. Increase the visibility to their communities by increasing the budget that supports marketing and community initiatives by 20 percent by the end of 2026.

#### **Focus area #4: Scholarship and Society Impact.**

##### **Strategic Initiative:**

Allen College recruits and retains exemplary faculty and staff who instill the value of engaging in scholarship, educational discovery, and teaching that enables student success. Allen College will allocate institutional resources as well as pursue grant and donor support to provide faculty and staff the resources for scholarly endeavors.

##### **Tactics to support this initiative, Allen College will:**

1. Have 20 percent of all faculty and staff have a diverse or minority background.
2. Ensure one hundred percent of faculty and staff will receive an opportunity for financial support to attend a professional conference over the course of the strategic plan.
3. Develop an incentive program that provides discounted tuition for immediate family members of Allen College full-time employees to attend an Allen College undergraduate program.
4. Host at least one community education event annually that can provide continuing education credit (if applicable).

## **Focus area #5: Institutional and Inclusive Excellence.**

### **Strategic Initiative:**

Allen College will revolutionize opportunities for faculty, staff and students who have diverse backgrounds and experiences to learn and thrive in an environment that is open and inclusive. The College's culture will promote the physical, mental and emotional wellbeing for everyone to live engaged and meaningful lives.

### **Tactics to support this initiative, Allen College will:**

1. Provide simulation and/or virtual reality experiences to increase the number of simulation/virtual reality opportunities for students to include 1-2 simulations per course (if appropriate per program) within each semester with a focus on cultural competence.
2. Develop/host/provide interprofessional collaboration experiences involving all appropriate patient care programs at least once per year (live, virtual or F2F varying on topic or program's targeted).
3. Support health and wellness by providing on-campus mental health/wellness support for all faculty/staff and students by 2028.
4. Develop or incorporate topics that address diverse perspectives and experiences in at least five new or additional courses across all programs by 2027.

## **Focus area #6: Sustainability, Growth and Organizational Success.**

### **Strategic Initiative:**

Allen College leaders must continue to make sound fiscal decisions aimed at increasing revenues and managing expenses in order remain financially strong. Given the complex issues facing the healthcare system, coupled with increasing competition for students across the entire higher education sector, Allen College must continue to evolve its external collaborations and partnerships to ensure sustainability and student success.

### **Tactics to support this initiative, Allen College will:**

1. Grow the scholarship distribution amount by 2 percent annually.
2. Grow headcount by 3 percent each year.
3. Secure funding to support two named faculty positions.
4. Develop a donor-funded naming option for the undergraduate programs with the goal of securing support for one donor-named program.
5. Conduct annual tuition benchmark studies yearly to ensure Allen College tuition is in the bottom 5 percentile of other Iowa private colleges offering healthcare programs.
6. Develop a succession plan by 2027 that will identify internal team members to succeed leadership or key faculty/staff roles.
7. Collaborate with UnityPoint Health Human Resources to explore options for nurse practitioner (NP) faculty positions in a dual role where faculty is also employed as an NP.
8. Collaborate with UnityPoint Health Human Resources to create a dual role for staff nurses to also work as a Clinical Instructor for Allen College.