Goal: To become the leading school of nursing for innovative advances in health care education, research, and service, developing nursing leaders to impact the health of individuals, communities and systems in Texas, the nation and the world.

### People

- Recruit, retain, and graduate outstanding students from a wide range of backgrounds
- Recruit, retain, and develop outstanding professional staff (e.g., in nurse-managed clinics, research, academic support)
- Recruit, retain, and develop outstanding faculty with a wide range of backgrounds and ideas who will impact nursing and healthcare
- Prioritize a Texas Nursing culture of acceptance and community
- Increase engagement with UTSON alumni and community stakeholders

### Place

- Build innovative partnerships across the University and the community to address health inequities
- Create and maintain physical spaces for innovative and critical learning, research, and service
- Leverage nursing’s reputation as the “most trusted profession” by joining with university leadership, policy makers, and communities to address disparities in health access and utilization
- Increase support for UTSON community clinics where students, advanced practice nurses, and other community partners provide equitable and comprehensive, integrative primary care

### Experiences

- Strengthen and expand experiential learning opportunities (e.g., education abroad, virtual reality, community clinics, digital badging) for students, staff, and faculty
- Promote a positive and healthy work environment where students, staff, and faculty can thrive
- Optimize incorporation of technological innovations into the UTSON, its clinics, and clinical partnerships
- Expand opportunities, settings, and experiences for varied career development (e.g., practice, policy, research, academia) among students

### Education

- Strengthen status of UTSON as a leader in innovative education as it moves to competency-based education in all courses
- Strengthen ties to educational endeavors in other departments and schools on campus
- Transform student learning opportunities via real-world, simulated, and immersive virtual environments
- Enhance faculty and staff development programs for career advancement, mentoring and leadership development
- Expand continuing professional education opportunities for lifelong learning across the state, nation, and world

### Research

- Increase leadership of high-impact research supported by extramural funding
- Increase strategic investments in research infrastructure and community partnerships to advance the health of underserved, vulnerable, and understudied populations
- Promote utilization of digital health and other technological resources in various areas of health care research
- Nurture existing and new cross-campus, national, and international collaborations through interdisciplinary and global research
- Provide research mentoring for students, post-doctoral, early career faculty.

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