

**Background**

Academic nursing leadership recognize the plethora of strategic and operational barriers and challenges that inherently define the complexity of nursing education and often prevent programs from expanding enrollment. Faculty and clinical site shortages, curriculum requirements, faculty mentoring needs, changing higher education landscape, and the unique learning and socialization needs of a new generation of learners often portend discussions of nursing program expansion.

**Purpose**

The purpose of this project was to utilize a methodical and coordinated approach to doubling enrollment of a prelicensure nursing program, framed by Kotter's Eight-Step Change Model, and operationally guided by a quality improvement process.

**Kotter's Eight-Step Change Model**

Step 1: Increase Urgency



Step 2: Build a Guiding Team



Step 3: Develop the Vision



Step 4: Communicate for Buy-in



Step 5: Empower Action



Step 6: Create Short Term Wins



Step 7: Consolidating Gains



Step 8: Anchoring New Approaches in the Culture

Kotter, 2011

**Expansion Stages of Change**

ESTABLISHING A SENSE OF URGENCY

Leadership, faculty and staff faculty recognized the high stakes investment of the project and short timeline for implementation.



BUILDING A GUIDING COALITION

A schema of shared goals, purpose, advocacy, reciprocity, networking, and leadership socialization was developed



DEVELOPING A VISION AND STRATEGY

Faculty champions/leaders built a framework that guided and coordinated communication and networking thereby formulating a united vision and best practice grand design for success



COMMUNICATE FOR BUY-IN

Using historical organizational communication models infused with new technological communication methods assured "just in Time" ongoing project data/information was provided to internal and external stakeholders.



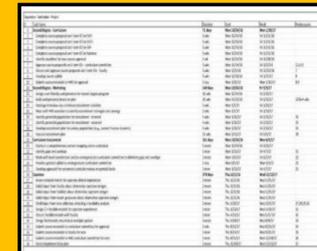
EMPOWERING BROAD BASED ACTION

Utilizing a Lean Quality improvement framework key expansion metrics were defined, data collected, and root cause analysis conducted to determine and communicate all necessary actions.



GENERATING SHORT TERM WINS CONSOLIDATING GAINS AND PRODUCING MORE CHANGE

Faculty teams developed QI Gantt charts identifying the metric tasks, duration to complete, start/stop time illustrating progress, success, and change



ANCHORING NEW APPROACHES IN CULTURE

Annual SWOT analysis of expansion metrics is conducted to assure a flexible and responsive School of Nursing ecosystem, sustainability of shared governance, and a culture that supports student success and faculty satisfaction



**Outcomes**

CURRICULUM

- Second Degree new courses and Plan of Study

FACULTY RECRUITMENT/ MENTORING

- 32 new clinical faculty
- 2 new staff members
- Comprehensive Network Mentoring Model developed and implemented.
- New Clinical faculty educational/CE online program based on NLN core competencies developed and provided to new faculty

SPACE EXPANSION AND UTILIZATION

- Expanded clinical learning space

SENIOR CAPSTONE

- Redesigned senior capstone course utilizing current clinical partnerships and faculty preceptors

CLINICAL UTILIZATION

- Four new Academic-Clinical partnerships established

SIMULATION

- Increased simulation to 25% of clinical course hours

SCHOOL CULTURE

- Student enrollment target met (400-800) over a four year period.
- Annual SWOT analysis to determine expansion weaknesses and threats to student success, faculty satisfaction, and successful program sustainability

"If everyone is moving forward together, then success takes care of itself" Henry Ford

