

Brand

National reputation for excellence

Florida Atlantic University's Christine E. Lynn College of Nursing (CELCON) will be recognized globally for its excellence and distinctive focus on advancing caring science through research, teaching, practice and service. In the next five years CELCON will focus on the advancement of this reputation for excellence and recognition of its uniqueness.

Strategic Actions and Initiatives

1. Develop a consistent, clear message that distinguishes the CELCON from other colleges of nursing and showcases its excellence.
 - Clarify CELCON definition of caring science.
 - Develop an "elevator speech" that clarifies meaning of caring science.
 - Develop a boiler plate description of caring science.
 - Create a 4-minute video about the CELCON featuring its distinctive focus on caring in research, education and practice to be shown at AACN and on CELCON website.
 - Develop materials and messages that disseminate this branding in the CELCON magazine, press releases, and in student and faculty recruitment materials.
 - Develop landing pages for the CELCON online programs that feature this message.
 - Include a slide in all power point presentations that features CELCON's leadership in caring science.

2. Formulate an e-Global marketing plan that aggressively seeks recognition of accomplishments of CELCON faculty, students and alumni.
 - Showcase two faculty each year on the CELCON website as caring scientists.
 - Showcase one PhD student's research each year on the CELCON website under PhD Program as an exemplar of caring science.
 - Showcase one DNP student's applications of caring science in practice.
 - Showcase the work of one undergraduate student's work related to caring science.
 - Showcase one of the CON alumni each year on the CELCON website.
 - Develop the CELCON website to feature the College's leadership in caring science.
 - Develop Google search strategy that will increase visibility of CELCON as the international leader in advancing caring science.
 - Develop ads for every issue of *Journal of Art and Aesthetics in Nursing and Health Sciences* and the *International Journal for Human Caring* featuring the CELCON.
 - Publicize excellent student outcomes on website.

- Send copies of the magazine “Transforming Care” to the American Academy of Nursing’s (AAN) and AACN Dean’s mailing list each year.
 - Develop a “Points of Pride” piece to disseminate to AACN Deans and AAN’s mailing list each year in October.
 - Create a CON portal to the Virginia Henderson Library.
- 3. Increase the visibility of the CELCON as the international leader in advancing caring science, teaching from a caring science curriculum and demonstrating value of caring-guided practice through our Centers.**
- Promote Anne Boykin Institute’s (ABI) Summer Academies.
 - Include quotes on the website from participants in Summer Academies.
 - Offer two scholarships for global participants in the ABI Summer Academies.
 - Publish bi-monthly blogs on the ABI website.
 - Use social media to disseminate the messages of CELCON’s uniqueness.
 - Hold faculty development sessions on the use of social media.
 - Implement a post-doctoral fellowship for researchers interested in Caring Science.
 - Increase by 5%/year the number of professional and public presentations given by faculty and students.
 - Increase the number of stories disseminated through press releases related to faculty research, education or practice by 5%/year.
 - Increase a global faculty presence through blogs identified with the CEL CON.
 - Develop one video/year disseminated on You-Tube featuring students and faculty.
 - Seek opportunities for CON visibility in the community through faculty presentations.
 - Develop a CON Faculty Speakers’ Bureau with areas of expertise.
 - Present during National Nurses Week at local health care organizations.

Boldness

A uniquely passionate community of students, faculty and staff.

Florida Atlantic University's Christine E. Lynn College of Nursing (CELCON) will recruit and retain a diverse community of outstanding students, faculty and staff passionate about the College mission, vision and values.

Strategic Actions and Initiatives

1. Recruit a well-qualified, diverse and passionate group of students.
 - Set goals for recruitment for the BSN program.
 - Recruit a group of 125 students to the freshman direct entry track with GPA no lower than 3.7 and ACT no lower than 25.
 - Recruit 100 RN-BSN students/year.
 - Recruit 40 students/year to the accelerated BSN track.
 - Develop new recruitment strategies for the graduate programs.
 - Recruit 80 students/year to BSN-DNP and Post-MS DNP program.
 - Recruit 10 students/year to PhD program (including BSN-PhD and post-MS PhD)
 - Recruit a minimum of 20 students/year to Adult/Gerontological Nurse Practitioner, Nursing Administration, Clinical Nurse Leader, Nurse Educator and Advanced Holistic Nursing concentrations.
 - Recruit 40 students/year to HBOI and Davie Family Nurse Practitioner concentration cohorts.
 - Engage in more strategic methods of recruiting target applicants.
 - Meet with high school counselors to increase awareness of CELCON requirements for freshman direct entry track.
 - Develop more effective communication strategies to inform students and families about the freshman direct program.
 - Reach out to high achieving applicants with phone calls.
 - Increase scholarships for top applicants to freshmen direct and for transfer students.
 - Engage with FAU recruiters to increase use of FAU resources for CELCON recruitment focusing on RN-BSN track.
 - Develop partnerships with state colleges for RN-BSN program.
 - Redesign website to be user friendly for potential students.
 - Evaluate publications and other forums to reach RN-BSN and graduate students.
 - Promote more coordinated outreach to hospitals with faculty members to recruit RN-BSN and graduate students.

- Target conventions like the NSNA for student recruitment.
 - Promote the use of preceptor hours as a way of obtaining course credits.
 - Develop a recruitment plan for each program with a budget attached.
 - Improve the coordination and communication about CON recruitment activities.
 - Assign evaluation of recruitment strategies to the Committee on Students (COS).
 - Assign the CEL CON secretary in Student Services the responsibility for tracking statistics on potential applicants who call have learned about the CEL CON.
 - Copy the chairs of the COS on all outreach requests that come into the CEL CON involving recruitment.
 - Designate the CON recruiter as an attending member and regular contributor on recruitment updates to the COS.
 - Streamline the admissions process to facilitate efficiencies from beginning application through admission decision.
 - Evaluate the impact on new recruitment systems and processes on admissions (CAS, ELOR).
 - Explore and implement best practices used by other colleges of nursing within and beyond SUS colleges.
 - Open Nursing CAS earlier.
 - Redesign website to be more user-friendly for potential applicants.
 - Evaluate publications, websites and other forums to reach RN-BSN and graduate students.
 - Evaluate the satisfaction with admissions process for all matriculating students.
 - Meet with FAU Admissions and Graduate College to develop the most efficient Admissions processes for CELCON applicants.
 - Create an early admission option for all programs.
 - Recruit 30% of our students to fully online programs.
 - (RN-BSN, MSN [Administration, CNL and Advanced Holistic Nursing]).
 - Market fully online and hybrid programs through Center for E-Learning.
 - Create a follow-up process for potential applicants acquired through Google Ads from Center for E-Learning.
 - Address barriers to enrolling students from other states in US and international students to fully online programs.
2. Employ student success strategies to support and retain students.
- Assess and improve advising/mentoring processes for all programs.
 - Increase use of Starfish Advising Software/Success Network across programs.
 - Encourage use of student photos to accompany rosters.
 - Promote faculty and advisor awareness of advising resources.

- Purchase texting software.
 - Identify at-risk students and promote more intensive follow-up of these students by advisors through use of the software.
 - Assess and implement best practices to support student success for students in all programs.
 - Attain a student progression rate from freshman to sophomore year of 80%.
 - Attain a 4 year graduation rate for undergraduate students no less than 90%.
 - Attain a 5 year graduation rate for graduate students no less than 70%.
 - Develop an effective onboarding/orientation process for all students.
 - Develop synchronized podcasts, narrated power point presentations and videos for students in fully online programs.
 - Coordinate efforts with Graduate College admissions.
 - Evaluate the satisfaction with the onboarding/orientation for all students. Use continuous quality improvement for these processes.
 - Develop engagement activities to increase a sense of community and connectedness for undergraduate students.
 - Encourage early engagement with the Student Nurses Association and Student Council for incoming students.
 - Conduct a speed networking session each year for freshman and sophomore students to meet recent FAU nursing graduates and learn more about the profession.
 - Assess the feasibility of a “shadow a nurse program” to build enthusiasm for the profession among newly admitted students.
3. Recruit and retain a talented, diverse community of faculty who are dedicated and contribute significantly to the teaching, research and practice/service missions of the CEL CON.
- Increase faculty compensation to at least the level of the AACN median for colleges of nursing in the South with doctoral programs.
 - Address salary compression through equity funds.
 - Develop greater transparency in awards for merit and enhancement.
 - Clarify expectations for faculty on tenure track and practice-teaching track lines.
 - Distribute notebooks with tabs already inserted for all new faculty at Orientation and review annually.
 - Share notebooks for samples of portfolios that have been sent out to external reviewers and to internal P&T Committee.
 - Increase the diversity of the faculty by 10%.
 - Recruit faculty at ABNF and NAHN.
 - Evaluate faculty recruitment and hiring processes.

- Create targeted ads to recruit to pillars, platforms, and essential teaching needs.
 - Explore use of search firms to fill key faculty positions.
 - Develop an aggressive recruitment timeline with closing 12/31.
 - Respect faculty time by decreasing service and time spent in meetings.
 - Implement 90 minute meeting policy.
 - Empower faculty to manage service time.
 - Explore possibilities of 12-month appointments.
 - Increase administrative support to faculty.
 - Provide intern support for graduate coordinators.
 - Review faculty secretary position to provide greater support to faculty.
4. Recruit and retain the talented staff needed to support students, faculty and CEL CON programs.
- Increase the number of staff in essential areas to decrease workload and increase faculty support.
 - Assess work of staff with their input.
 - Increase cross-training of staff.
 - Promote flexing of staff to assist in times of increased workload.
 - Honor the contributions of staff with awards and recognitions.
 - Engage staff more as contributors to the CEL CON community.
 - Focus on development opportunities for staff.
5. Recruit and retain a racial/ethnically, geographically and gender diverse faculty, staff, and student body.
- Recruit a student body with a minimum of 40% from underrepresented racial/ethnic groups in nursing.
 - Recruit a student body with a minimum of 15% males.
 - Recruit a student body with a minimum of 20% from out of state or out of the US.
 - Recruit a faculty with 25% racial/ethnic diversity.
 - Recruit a faculty with 50% geographic diversity.
 - Recruit a faculty with educational diversity.
 - Recruit a faculty with 15% males.
 - Recruit a staff with 30% racial/ethnic diversity.
 - Recruit a staff with 50% males.
 - Recruit a staff with 20% geographic diversity.

Quality

Continuously assessing and evolving best academic programs and teaching-learning practices.

Florida Atlantic University's Christine E. Lynn College of Nursing (CELCON) will develop innovative educational programs based on its unique curriculum model, data related to current and future healthcare needs, quality outcome indicators and best practices in teaching-learning.

Strategic Actions and Initiatives

1. Assess and improve admissions, onboarding and advising/mentoring for all programs.
 - Evaluate and use the best admissions processes for each program.
 - Survey students to assess their experience of admissions process and use data for quality improvement.
 - Pilot the establishment of 10 faculty-led mentoring groups for freshmen on admission.
 - Provide faculty development on best practices for mentoring nursing students.
 - Train advisors in appreciative advising methods.
2. Maintain CCNE accreditation.
 - Submit and have approval of 5 year progress report in 2019.
3. Enhance simulation learning experiences.
 - Increase the quantity and quality of simulation experiences for pre-licensure students.
 - Explore opportunities to share College of Medicine (COM) simulation facilities.
 - Develop interprofessional simulation experiences with COM and School of Social Work.
 - Replace outdated human patient simulators in the professional practice lab and increase the number as needed.
 - Enhance simulation experiences for those students in online tracks/concentrations.
 - Increase the use of standardized patients in advanced health assessment classes.
4. Increase participation of undergraduate students in research and inquiry.
 - Enroll up to 20% of freshmen direct admit students in the Honors in Nursing Program.
 - Increase student engagement in extracurricular research activities.
 - Encourage Honors in the Major students to submit a manuscript to the undergraduate research journal and an abstract to the undergraduate research conference.

- Use Collaborate or webinars to engage online students in research.
5. Develop and disseminate best practices for teaching in caring science-based curricula.
 - Embed nursing situations in each course and identify courses where nursing situations are embedded.
 - Integrate caring-based management and organizational principles in graduate leadership courses.
 - Offer faculty development workshops on best practices in teaching in a caring-based curriculum including teaching through nursing situations.
 - Offer faculty development on learner-centered teaching approaches for online and in classroom-based courses.
 - Disseminate faculty stories/exemplars related to use of nursing situations.
 - Create best practices for caring in population health.
 - Offer faculty development workshops on best practices in teaching in large classes.
 - Schedule brown-bag lunches where faculty present their stories of nursing situations.
 6. Offer educational programs that are current and meet needs of communities of interest.
 - Establish Advisory Boards for programs/concentrations.
 - Implement a process to evaluate concentrations with low enrollment.
 - Map content and clinical assignments to program objectives and relevant curriculum standards.
 - Conduct market analysis of demand for programs.
 - Develop two new programs based on market analysis and seek funding to launch those programs.
 - Possibilities: post-MSN certificate and MSN/DNP concentration in psychiatric mental health, MSN/DNP concentration nursing informatics, MSN concentration on care coordination – with CNL; Perioperative nursing certificate program; Post NP certificate program in dermatological nursing practice.
 - Hold semi-annual meetings of the Practice-Education Partners Advisory Board and include input from communities of interest into the program development.
 - Offer post-graduate education in NP specializations in a non-credit model.
 7. Prepare graduates for a successful transition into a nursing career.
 - Hold a Career Day in Spring for undergraduates.
 - Prepare students with skills for employment searches and leadership development.
 - Seek funding for residency programs for graduates of advanced practice programs.

- 8. Explore best practices in writing excellence from the Center for Excellence in Writing for all programs.**
 - **Meet with staff from the Center for E-Learning to explore software to support writing (Turn-it In Revision).**
 - **Encourage faculty to participate in WAC training to enhance knowledge and skills needed to support student writing.**
 - **Increase student awareness of how to access the Writing Center.**

- 9. Achieve excellence in student outcomes.**
 - **A minimum of 90% of all graduates pass the NCLEX-RN.**
 - **A minimum of 90% of all FNP and AGNP graduates pass the certification examinations.**
 - **A minimum of 80% of all CNL graduates pass the certification examination.**
 - **A minimum of 90% of all Advanced Holistic Nursing graduates taking the AHNCC certification exam pass it.**
 - **A minimum of 90% of all nursing administration graduates taking the NE exam pass it.**
 - **A minimum of 90% Nurse Educator graduates taking the CNE exam pass it.**
 - **A minimum of 85% of all graduates are employed within six months of graduation.**
 - **Employer ratings of graduates are “excellent”.**
 - **Alumni ratings of program satisfaction are at a minimum “very good”.**
 - **Graduate ratings of program satisfaction are at a minimum “very good”.**
 - **90% of all freshmen graduate within 4 years.**
 - **90% of all students in the accelerated track graduate within 15 months.**
 - **80% of all RN-BSN students graduate within 2 years.**
 - **80% of all MSN students graduate within 3 years.**
 - **80% of all post-MS DNP students graduate within 2 years.**
 - **80% of all BSN-DNP students graduate within 4 years.**
 - **70% of all PhD students graduate within 5 years.**
 - **80% of all students grow in demonstrating caring behaviors as evidenced by the CAI.**

Synergy

Prominent teams of researchers and scholars

Florida Atlantic University's Christine E. Lynn College of Nursing (CELCON) will expand research and scholarship aligned with caring science and University pillars and platforms.

Strategic Actions and Initiatives

1. Delineate caring frameworks/models that capture, define, and or operationalize caring constructs in order to advance caring science.
 - Incorporate discussion of recommended caring frameworks/models into the Anne Boykin Institute summer academies.
 - Establish a Caring Science Methodology Working Group and publish one article annually related to its work.
 - Host open dialogues and discussions related to advancing caring science through Office of Nursing Research and Scholarship (ONRS) Brown Bags once/semester.

2. Delineate meaning of caring science and its import for the science community (including FAU community and within the FAU research pillars).
 - Establish a Caring Science Definition Working Group.
 - Incorporate the discussion and import of interprofessional collaboration (IPC) within caring science through the Anne Boykin Institute summer academies.
 - Incorporate discussion of the meaning of caring science into the 2016 Anne Boykin Institute Summer Academy.
 - Hold an FAU-wide annual CON Research Day highlighting faculty/student presentations that demonstrate advances in caring science.
 - Co-sponsor activities with the FAU Pillar Directors that are relevant to CON research foci.
 - Establish partnerships with Healthcare systems (e.g., Baptist, Broward Health, Holy Cross) to foster system implementation as caring science partners in order to advance caring practice, research, and science.
 - Identify the CELCON faculty leaders who will explore and then expand HC system partnerships.

3. Initiate strategies to increase funding for work in advancing caring science.

- Increase understanding of caring science among healthcare professionals and lay persons through writing for public outlets, interprofessional conference presentations, and the Anne Boykin Institute's Summer Academies.
 - Build a coalition between the ABI and Watson Caring Science Institute in advocating for research funding for caring science.
 - Create one intramural research award to support faculty research explicitly developed to advance caring science.
 - Create a Caring Science Dissertation Award to support a PhD student's research.
 - Create a Caring Science DNP Project Award to support a DNP student's project.
4. Be recognized as the leaders in advancing the research and scholarship of caring science.
- Integrate caring science into the CELCON research focus areas and faculty research initiatives.
 - Provide staff and faculty support to expand the Caring Archives.
 - Increase the visibility of the Caring Archives to students, faculty and the community.
 - Encourage doctoral students to access Caring Archives in assignments.
 - Develop an online repository for advances and publications in caring science that references the Caring Archives.
 - Sponsor a think tank that clarifies or develops middle range theories as a foundation for measurement development and testing.
 - Conduct research to establish the evidence-base of caring science.
 - Publish theory and research in high impact nursing as well as in a variety of professional journals.
 - Increase yearly the number of data-based journal publications using caring theories and frameworks by CON faculty and students.
 - Provide mentorship to new CON faculty and students to increase the quality and number of journal publications focused on caring-based research and science.
5. Evaluate the connection of the CELCON research focus areas to the FAU pillars and platforms.
- Conduct an annual evaluation of CELCON faculty research focus areas and their alignment with the FAU research pillars and platforms.
 - Create productive interdisciplinary teams to study research focus areas related to FAU pillars and platforms.
 - Identify research funding opportunities to that advance FAU research pillar and platform in CELCON research focus areas.

6. Create a culture that supports a research intensive environment.
- Assign a research mentor to all new tenure-earning faculty.
 - Provide faculty with weekly up-to-date information about funding opportunities and support.
 - Provide guidance and mentorship in selecting funding opportunities.
 - Increase the number of research proposals submitted for external funding by 2 applications each year.
 - Increase the number of data-based articles published by faculty by 5% each year.
 - Increase publications in higher impact nursing journals.
 - Increase the number of faculty publications by 5% each year.
 - Increase the amount of externally-funded research by 5% each year.
 - Be ranked in the Top 20 of NIH-funded nursing programs by 2020.
 - Obtain sufficient external funding so that the CELCON is positioned to submit: Exploratory Center Grant (P20), a Center for Excellence Grant (P30), and/or a Ruth L. Kirschstein National Research Service Award (NRSA) Institutional Research Training Grant (T32) within the next 5 years.
 - Support faculty/student research development through ONRS sponsored Research Brown Bag meetings.
 - Partner with the HeartMath Institute on research.
 - Provide guidance and support to faculty and students in Human Subjects and Institutional Review Board protocols, submissions, and monitoring.
 - Provide guidance and support to faculty and students in development of research grant proposals and dissemination of research and scholarship activities (e.g., abstract preparation, development, formatting and printing or posters, grant writing, mock review of proposals prior to submission, etc.).
 - Increase opportunities for internal funding to support pilot projects and feasibility studies.
 - Engage undergraduate students in research and innovation opportunities.
 - Increase Summer Research Release program.
 - Evaluate the Office of Research and Scholarship grant support staff for ability to meet pre and post award activities for faculty research and grant activities (hire appropriately to provide efficiency and quality outcomes).
 - Evaluate the CON four research focus area (Health Equity, Holistic Health, Transforming Healthcare Environments, and Healthy Aging Across the Lifespan) and their relationship to current faculty research and alignment with FAU pillars and platforms and caring science.
 - Support Faculty participation in FAU research teams.
 - Enhance the CON ONRS web pages to support faculty grantsmanship, research, and scholarship activities.
 - Strategically hire faculty with well-established track records of funded research that support the CON research focus areas and priorities.

Place

Deep engagement with South Florida's global communities

Florida Atlantic University's Christine E. Lynn College of Nursing (CELCON) will engage strategically with local, regional, national and global partners to advance its missions of teaching, research/scholarship, practice/service. This aligns with the FAU Platform of "Community Engagement and Economic Development", focused on working with communities to address challenges and uncover solutions that promote community development and economic prosperity.

Strategic Actions and Initiatives

1. Assess the local, regional, national and global calls for nursing to which the CELCON may respond through participation and engagement with community partners.
 - Establish an inventory of existing CELCON initiatives and partnerships related to community engagement.
 - Identify the needs or "calls for nursing" from partners and communities.
 - Identify a comprehensive repository of faculty/student community engagement on Boards and community organizations, and use this to better match CELCON strengths to community needs.
 - Provide faculty development related to seeking Board membership and participating on Boards.
2. Increase faculty and student engagement with community.
 - Expand service learning opportunities for students.
 - Engage Student Nurses Association and the Student Council in meaningful engagement with our community partners.
 - Support faculty and student service to local, regional and global communities.
3. Expand faculty practices within and beyond current Centers and partners.
 - Explore innovative practices in consultation, RN "hot line", home-based primary care, school-based health centers, telehealth, care coordination, and continuing education or developing educational resources to support caring-based curricula and caring science research.
 - Partner strategically with insurance companies, businesses, etc. to provide needed care.
 - Assure sustainability of the FAUCON Community Health Center through FQHC status.

- Obtain funding for an expansion to the Louis and Anne Green Memory and Wellness Center to include a Parkinson's Care and Education facility to support well-being of persons with Parkinson's Disease and their families.
 - Obtain funding for a new building for the FAUCON Community Health Center.
 - Establish an infrastructure for interprofessional education and practice and research within all faculty practices.
 - Obtain funding to support school-based health centers at Village Academy and Slattery Child Development and Research Center.
 - Obtain funding to support a faculty practice at Aids for Victims of Domestic Abuse (AVDA).
 - Extend outreach of Centers from beyond the walls of the buildings to community.
 - Develop a Strategic Plan for practices.
 - Develop a Faculty Practice Plan for the CON.
4. Leverage data collected on health outcomes from Electronic Health Records.
- Develop processes and procedures for faculty to obtain permission for access to the EHR data from the Centers and practices.
 - Conduct research using data from EHRs to evaluate outcomes of our practices and publish in journals and through news media.
5. Increase visibility and marketing of current and future practices.
- Highlight the work of faculty, students, staff and community participation on the CELCON website.
 - Publicize work through press releases, *Transforming Care* and national conferences.
 - Connect the practices to demonstration projects of caring-based practice.
 - Develop clear signage for our Centers and practice partners.

Strategy

Wise and innovative allocation of resources

Florida Atlantic University's Christine E. Lynn College of Nursing (CELCON) will secure and wisely allocate the resources needed to advance its missions of teaching, research/scholarship, practice/service and the FAU pillars and platforms. The CELCON will pursue new, diversified revenue streams to become a thriving, self-reliant unit within the University.

Strategic Actions and Initiatives

1. Procure resources to support the CON teaching mission.
 - Obtain support from the Center for E-Learning for online teaching.
 - Establish a policy to allocate TAs strategically to courses with highest enrollment.
 - Engage students enrolled in MSN teaching practicums in mutually beneficial experiences within CELCON classes.
 - Provide faculty development for teaching in large lecture classes and large online sections.
 - Acquire ECHO capture video on each campus to record live lectures to be uploaded to Blackboard.
 - Partner with the College of Medicine to use their simulation and standardized patient facilities.
 - Recruit out-of-state and international students to the CELCON.
 - Develop strategies to decrease number of low enrollment courses.
 - Submit four market rate tuition proposals for degree and/or certificate programs.
 - Submit annual FAU Technology grants to support priorities for enhancing instructional technology.
 - Develop systematic processes to update listservs in the CELCON.
 - Modernize the Professional Practice Lab through FAU Technology grants and donor support.
 - Acquire resources to simultaneously broadcast simulations to classroom.
 - Replace and/or acquire simulators annually.
 - Seek a donor to name the Professional Practice Lab.
 - Secure 2 new gifts/year to support the Professional Practice Lab
 - Submit 5 major gift proposals/year to support the CON teaching mission.
 - Submit 1 HRSA grant/year to support teaching mission.

- 2. Procure resources to support CON research/scholarship mission.**
 - **Allocate Indirect Cost Returns from research grants for additional statistical consultation for faculty and students.**
 - **Fund graduate research assistants on grant applications and through Indirect Cost Returns to CELCON to support faculty and the Office of Nursing Research and Scholarship.**
 - **Allocate a portion of Indirect Cost Returns and Libby Dodson Endowment to support a grant-writing specialist to assist faculty in constructing research grants.**
 - **Recruit experts outside the College of Nursing or with Emeritus status in the CEL CON to review faculty's proposals and serve on mock review committees.**
 - **Allocate a portion of Indirect Cost Returns and Libby Dodson Endowment to support a scientific writer to review faculty and student manuscripts.**
 - **Implement a data management system (such as Redcap) to manage faculty's research data files.**
 - **Ensure the resources to support the Office of Nursing Research and Scholarship and the Administrative Coordinator so that they are up-to-date on all issues related to pre and post award grant management.**
 - **Submit 5 new gift proposals/year to foundations or corporations to support faculty research in one of the pillars or platforms.**
 - **Cultivate 5, identify and qualify 4, and secure 1 new deferred gift prospect in each fiscal year to support faculty research related to one of the pillars or platforms.**

- 3. Procure resources to support CON practice/service mission.**
 - **Submit 5 new gift proposals/year to foundations or corporations to support Centers, existing or emerging faculty practices.**

- 4. Obtain resources to support recruitment and retention of faculty and staff.**
 - **Increase funding for faculty travel by 50% through current endowments.**
 - **Increase funding for faculty development in leadership and emerging areas ie omics, big data, technology.**
 - **Increase Faculty Talent Retention Fund endowment by \$100,000 each year.**
 - **Address issues of faculty salary compression.**
 - **Adjust teaching workloads to appropriately reflect productivity in the areas of teaching, research and service.**
 - **Hire faculty that support research in the FAU pillars and platforms.**
 - **Develop incentive-focused research indirect cost collection policies.**

- Seek donor support for one professorship that rewards student or community engagement.
 - Create a comprehensive summer semester.
 - Explore 12 month faculty appointments or variable semester teaching schedules for faculty.
 - Provide faculty and staff incentives for service related to student support.
 - Reduce personnel costs in any non-strategic areas.
 - Cross-train staff to increase efficiencies.
 - Hire interns rather than full-time staff for appropriate open positions.
 - Approach businesses to expand donor pool.
 - Establish an emergency fund for students supported by faculty and staff.
 - Advocate for an increase in estimates of costs of the nursing program to the Office of Financial Aid.
 - Seek approval for an additional practice-teaching line and two additional tenure track lines to expand graduate enrollment.
 - Provide resources to support faculty preparing portfolios for P&T: mentoring, supplies, orientation, etc.
 - Cultivate 5, qualify 4 and identify 1 new deferred gift prospect in each fiscal year to support the recruitment and retention of faculty.
5. Obtain resources to support students and alumni
- Provide scholarships for BSN students in their first year to facilitate recruitment of top students.
 - Fully fund the Lamplighter Scholarship program every year.
 - Seek scholarship support from community organizations such as Rotary Clubs, Kiwanis, Lions Clubs, Women's Clubs.
 - Increase student scholarship support by 5% each year.
 - Re-establish the CELCON Nursing Alumni Society.
 - Increase CELCON alumni giving by 3%/year.
 - Hold one event each year to bring alumni back to the CELCON.
 - Cultivate 15 major gift prospects/year for solicitation for student scholarships, qualify 9 major gift prospects/year and acquire 3 new deferred gift prospect/year to support student scholarships,

Values-based, Relationship-centered

An environment that supports well-being, productivity and human flourishing.

Florida Atlantic University's Christine E. Lynn College of Nursing (CELCON) will create an organizational culture and environment that reflects values that inspire those within and beyond the College and University.

Strategic Actions and Initiatives

1. Enhance mentorship for faculty, staff and students.
 - Mentor all faculty, students, international visitors and staff in our model of relating.
 - Orient students to the pathways of communication in the CON and expected professional behavior, and include content in syllabi and orientation.
 - Duplicate the mentoring model that exists for tenure-track faculty for the faculty in the practice-teaching track and instructors.
 - Collaborate with the Center for E-Learning to provide support for online teaching.
 - Invite CeL staff to a COS meeting to determine current support and issues around 24/7 availability and submitting tickets.
 - Assign formal mentors to all new faculty and staff.
 - Encourage freshman students to sign up for "Connections", FAU's mentoring program.
 - Establish team-based mentoring for freshmen direct admit students.
 - Establish "Caring Groups" for undergraduate students.
2. Build a sense of community among students, faculty, staff and alumni.
 - Establish a Social Events Committee to increase opportunities for social interaction.
 - Plan and implement an annual event that brings together faculty, students, staff, community partners and alumni.
 - Partner with Sigma Theta Tau Iota Xi Chapter to sponsor an annual event.
 - Initiate an open forum with the Dean for students each semester: "tea with the Dean".
 - Create more opportunities for faculty and students to connect similar to the Doctoral Student-Faculty Mixer.
 - Build community among groups of students
 - Find opportunities to bring students together in groups.
 - +Work with SNA and Student Council to promote student engagement activities such as Breakthroughs in Nursing.

- Publish a Student Directory.
- Nurture the growth of SNA and Student Council.
- Hold a “welcoming party” for all new students.
- Use social media to create connections.

3. Celebrate our successes together.

- Communicate important accomplishments and milestones.
- Develop rituals that acknowledge successes such as promotions and fellowships.
- Use the “Kudos” email function in the Starfish Advising Software to celebrate students’ successes.
- Hold a recognition luncheon for those students on the Dean’s List.
- Develop internal faculty and staff awards.

4. Represent our values wherever we are.

- Be intentional about representing CON values outside of FAU at conference presentations.
- Share our “elevator speech” when faculty present at conferences.
- Create several slides that can be incorporated into all presentations.
- Share CON core values with colleagues from other Colleges and across the University.

5. Recognize preceptors.

- Develop more effective approaches to recognize preceptors
 - Get nametags made for all preceptors.
 - Give preceptors certificates of appreciation.
 - Encourage selected preceptors to seek affiliate faculty appointments.
 - Promote use of preceptor hours for course credits.
- Expand membership to Dialogue with Colleagues
- Feature alumni and community partners in *Transforming Care* and on website.