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**Christine E. Lynn College of Nursing Strategic Plan**

**2010-2015**

***College Goal 1a – Offer innovative and competitive educational programs at all levels to respond to current and future healthcare needs.***

[University Goal I: Enrich the educational experience.]

**Strategies**

1. Analyze national, state and local reports on the future of nursing as well as workforce trends to support the development of innovative programs; suggest program development based on these trends.
2. Track policy legislation particularly NP legislation to assess future directions for the NP program.
3. Evaluate trends in healthcare reform (ex. Accountable Care Organizations) to assess future competencies needed at both the undergraduate and graduate level.
4. Explore opportunities to work creatively with other departments in the university and the state colleges to develop shared courses and innovative programs.
5. Conduct periodic benchmarking analyzing the competitiveness of our programs both from a curriculum and delivery mode perspective with others in our area.
6. Move other Masters tracks online or through delivery systems friendly to distant students (CNL, Nurse Educator & Advanced Holistic Nursing).
7. Explore tuition models for out of state online students to make our programs more competitive to out of state students.
8. Collaborate with Vitas and other hospices to examine the possibilities of externships or a post master’s certificate program in hospice palliative care.
9. Explore the possibility of developing a community care management Master’s program (could be RN-MS and/or accelerated Master’s track).
10. Revise BS and MS programs based on new AACN Essentials.
11. Develop seamless RN-MS tracks (administration, nurse educator, CNL, holistic nursing.)
12. Implement the BS-DNP program.

***College Goal 1b – Foster innovative teaching for the study of nursing.***

[University Goal I: Enrich the educational experience.]

 **Strategies**

1. Build a world-class simulation center that would: link practice and classroom knowledge, stimulate clinical reasoning and multiple ways of knowing, and take into account the context and concerns of persons being cared for and their families.
2. Study nursing with students utilizing reflective practice, situated knowing by using nursing situations.
3. Compile nursing situations that could be published for use in nursing education programs nationally and internationally.
4. Obtain new and used existing university technology grant support to fund faculty resources, including new software and hardware that will enhance the development of newer hybrid course delivery strategies to optimize our distance education courses.

[University Goal IVD – Build and sustain a state-of-the-art Information Technology Infrastructure.]

1. Add synchronous learning strategies into existing online baccalaureate and master’s level courses, using E-luminate, Skype, webcams and headphones to promote greater student interaction, collaboration and foster optimal faculty-student communication.
2. Develop, expand & sustain the Dedicated Education Unit (DEU) with Nursing as Caring model.
3. Explore a *Nurse Residency* program as a way to narrow practice gap for new graduates as they transition into the workforce.
4. Develop an Academic Service Learning Program.
5. Develop opportunities for interprofessional study of nursing situations.

***College Goal 2 – Recruit well-qualified and committed faculty, staff and students.***

[University Goal I: Enrich the educational experience.]

 **Strategies**

1. Increase enrollment in graduate programs.

[University Goal 1B – Strengthen and expand graduate programs.]

1. Maintain market share in RN-BS program through recruitment, partnerships with state colleges.

[University Goal 1A – Enhance the quality of undergraduate academic programs.]

1. Explore possibilities for adding another cohort of traditional and/or accelerated students. (Cost out, explore resources needed.)

[University Goal 1A – Enhance the quality of undergraduate academic programs.]

1. Create a demonstration online course with students attending from the U.S., and from other countries, given a language ability, to work with international faculty in teaching/learning online.
2. Increase the opportunity for students to access educational programs online.
3. Create a process and appointment structure for DNP Faculty Applicants.
4. Secure additional professorships.
5. Maintain research packages for new faculty.
6. Provide mentorship programs which nurture and support an individual Faculty’s hopes and dreams.
7. Provide competitive scholarship and stipends to doctoral students.
8. Develop packets for faculty to use in the community and determine reimbursement from hospitals and other healthcare institutions. Use clinical and other faculty for recruitment. Set up information tables at each hospital for local hospitals.

***College Goal 3a – Generate leading edge research consistent with caring values through inter and intra-disciplinary collaboration***

[University Goal II: Inspire research, scholarship, and creative activity.]

 **Strategies**

1. Hire Statistician – work on grants, teach biostatistics courses for doctoral students, and assist with grant writing.
2. Recommend a research retreat for the beginning of 2011 – incorporate discussion of research that is “consistent with caring values.” Retreat outcomes include: development of a vision for how caring values influence research, and the sharing of individual faculty scholarly journeys noting how caring values have guided their research.
3. Highlight a different CON researcher on the website quarterly, making a clear link to development of caring science.
4. Make the research interest faculty page more meaningful and easily accessible by: creating a separate access button for research on the CON home page, developing a Faculty Profile that includes: research interests, editorial boards, journal reviewers, grants, and highlighting completed dissertation topics of PhD students and DNP capstone projects.
5. Form an ad hoc Research Advisory Committee to assist in decision-making in the area of research.
6. Provide a mentoring program for new faculty. New faculty are expected to identify and develop relationships with potential mentors that will continue beyond their first year of employment. Potential mentors from both nursing and another discipline are encouraged.
7. Evaluate the present mentoring program.
8. Develop specific guidelines for mentors.
9. Develop research foci in the college to foster a team approach to research; incorporate colleagues from other disciplines as members of the research teams.

***Goal 3b – Secure additional funding for research***

[University Goal II: Inspire research, scholarship, and creative activity.]

 **Strategies**

1. Under the umbrella of caring values, the suggested following research foci which include a long-term goal of developing research centers of excellence (e.g. P20 awards):
	1. Transforming healthcare environments;
	2. Healthy aging;
	3. Health equity;
	4. Holistic health.
2. Initiate brown bag luncheons focused on current research and research proposal writing and critique. Include colleagues from other disciplines.
3. Invite faculty to share their current research, proposed research or other information of interest to the faculty at the end of Faculty Assembly.
4. Support Faculty participation in University research teams, especially those that are recognized by sponsored research as a focus for the University.
5. Hire faculty who have well-established track record of funded research by enhancing recruitment efforts.
6. Create a research funding map (home page) that provides direction for steps in developing a program of research.

***Goal 3c – Nurture the expression of creative ideas.***

[University Goal II: Inspire research, scholarship, and creative activity.]

 **Strategies**

1. Create a research community on blackboard that is focused on sharing creative research approaches.
2. Convene a think tank of ideas with a wine and cheese gathering to hone or share creative ideas about nursing practice, research, or education.

***College Goal 4 – Become internationally and nationally recognized as a College of Nursing devoted to advancing caring knowledge.***

[University Goal 1: Enrich the educational experience.]

and

[University Goal II: Inspire research, scholarship, and creative activity.]

 **Strategies**

1. Increase publications and presentations at national and international conferences.
2. Explore a venue for publishing critical works on caring.
3. Mentor faculty’s development of caring knowledge.
4. Collaborate with caring scholars to advance models for caring-based education, research and practice.
5. Create and develop caring-based models.
6. Refine, design, and create methods for evaluation of caring-based nursing practice.
7. Offer caring-based model seminars and workshops for practice/education/research including online national/ international webinars and Summer Institutes for the Study of Caring.
8. Secure resources to support advancement of caring knowledge.
9. Create leading edge web-based venues for dissemination of caring knowledge.
10. Establish an incentive program for faculty to mentor students across baccalaureate, masters, doctoral levels.
11. Develop educational linkages for the exchange of faculty and students who are interested in advancing the study of caring.
12. Offer online national/international free webinars to advertise our caring education and research and to attract international students.
13. Develop an awareness of the Archives of Caring in Nursing and seek opportunities to expand the collection.
14. Develop public relations/educational videos on caring.

***College Goal 5a – Create a culture of mentorship for faculty, students, and staff grounded in the philosophy of the College.***

[University Goal I: Enrich the educational experience.]

and

 [University Goal IV: Leverage momentum toward achieving FAU’s strategic goals by being good stewards of its human, technological, physical and financial resources.]

 **Strategies**

A. Faculty Mentorship:

1. Provide one-on-one peer mentorship for new clinical faculty.
2. Continue to set aside time in undergraduate program meetings to discuss challenges and best practices to teach nursing practice.
3. Maintain resource links on CON website for each nursing practice facility and their resources relevant to student learning.
4. Develop online orientation resources for adjunct faculty and preceptors.

B. Student Mentorship:

1. Develop a creative model for caring groups that enables the groups to meet on a regular basis around class schedules. This may involve having open sessions and not assigning students to particular groups. This could be useful for the accelerated students.
2. Explore model of senior students mentoring juniors in areas of need (such as big sister/big brother). Seniors can be integrated in accelerated program.
3. Assign RN-BSN students to a faculty advisor. Develop online video stream orientation and FAQ.
4. Convene focus groups to explore graduate students’ needs for mentorship.
5. Develop monthly program overviews for new applicants.
6. Create a training session for clinical faculty to prepare them for advisement.
7. Create innovative opportunities for advising (online, group, videos).

C. Staff Mentorship:

1. Explore development of mentors for staff. This may be someone from within the college or within the university.
2. Establish monthly staff meetings.

***Goal 5b – Create opportunities to know and celebrate each other’s gifts***

[University Goal II: Inspire research, scholarship, and creative activity.]

and

[University Goal IV: Leverage momentum toward achieving FAU’s strategic goals by being good stewards of its human, technological, physical and financial resources.]

 **Strategies**

1. Coordinate public engagements through media, video, open forums to present areas of accomplishments.
2. Create opportunities to recognize accomplishments, contributions to the college as a whole, and random acts of kindness through an identified forum such as regularly scheduled gatherings that include all members of the college community, celebration dinners hosted by the local faculty with day of the week rotated to provide opportunity to participate.
3. Plan informal gatherings of college community and their families at various campus sites in order to come to know others.
4. Celebrate birthdays on the date of faculty assembly each month for faculty and staff.

***College Goal 6 – Strengthen Community Connections within the College and Beyond***

[University Goal III: Increase FAU’s community engagement.]

 **Strategies**

1. Strategic analysis of key partners in the community (past, present, future).
2. Have clear partnerships with point people for relationship management (a liaison between for the community organization and to represent faculty needs).
3. Make a list of community organizations that we would like to have as partners to support: student learning, research, funding opportunities, and outreach/faculty practice. Put list on the web: Ask for volunteer faculty to be point person. Create a document of responsibility for the point person or persons. Create a master list of contacts for each community partner.
4. Capture hours that faculty, staff and students contribute to the community via AHEC through volunteer activities. Such tracking would increase visibility, enable community marketing to centralize information, and create possibilities for funding. Ask faculty to list what community efforts they are currently involved and how it is funded. Develop an excel spread sheet to link community or university efforts with community partners then place on website. Indicate funding sources for community activities on the list.
5. Emphasize developing “off-campus” contacts where faculty assigned also promotes educational programs throughout hospital.
6. Explore opportunities to bring the caring philosophy to the community by developing programs. Emphasize CEU’s:
	1. Market to other hospitals, educational organizations;
	2. Create a group of people who would like to develop and work on these programs.
7. Increase highlights of the Nursing Alumni Society community involvement or Dean’s involvement with community leader focus groups.
8. Deliver news via Facebook, Twitter, and on the website. This would highlight accomplishments of alumni.

***College Goal 7 – Enhance existing and develop new opportunities for faculty practice with multiple sites and services to integrate teaching, research and practice.***

 [University Goal III: Increase FAU’s community engagement.]

 **Strategies**

1. Form a Faculty Practice Advisory Group. Seek input from other disciplines related to inter-disciplinary collaboration.
2. For our existing sites of service develop an operational plan for how to integrate teaching, research, and practice optimally. Each site will have its own priorities as part of the whole. Assess current sites, weaknesses, strengths, opportunities and threats:
	1. Westgate Wellness Center;
	2. Holistic Nurse services for a Vulnerable population;
	3. Delray Full Service services and school based care and service learning community health promotion;
	4. Memory and Wellness Center;
	5. Designation as a Memory Disorder Clinic in Florida;
	6. Diabetes Education and Research Center;
	7. Specialty primary care with compensated model.
3. Intentionally and consistently place faculty and students at nurse managed clinic sites and with nurse managed services as part of curriculum requirements. Undergraduate and Graduate clinical coordinators to maximize clinical rotation.
4. New models for sites of service. As an example: collaborative partnerships with schools that provide onsite school services with a charter, retail community-based clinics, and interdisciplinary primary care clinics.
5. Develop templates for designing nurse managed services: for contract services, outreach, screenings, holistic services, employer services, and university services.
6. Develop a shared definition of Faculty Practice that is congruent with the college philosophy.
7. Bring in national experts to assist us to:
	1. Develop a Faculty Practice Model;
	2. Develop a Faculty Practice Plan:
8. governance;
9. compensation;
10. fit with college promotion and tenure criteria;
	1. Assess current sites, weaknesses, strengths (opportunities and threats);
	2. Establish a faculty practice infrastructure.
11. Collaborate interdisciplinary efforts with others on campus for example Charles E. Schmidt College of Medicine and others, as appropriate:
	1. Establish a faculty committee with co-chairs from nursing & biomed, etc. to develop strategies for collaboration;
	2. Integrate efforts with University initiative for innovation and entrepreneurship;
	3. Healthy Aging initiative;
	4. Inventory existing interdisciplinary partnerships so they can be enhanced;
	5. Invite other disciplines to participate in educational rotations through existing clinical sites (such as social work, psychology, business.)
12. Develop a College level administrative structure for practice and community partnership advancement.

***College of Nursing Goal 8: Assume leadership for environmental sustainability***

[University Goal IV: Leverage momentum toward achieving FAU’s strategic goals by being good stewards of its human, technological, physical and financial resources.]

 **Strategies**

1. Establish a standing CON Sustainability Committee comprised of students, faculty and staff to review/develop plans for environmental sustainability in the CON.
2. Survey current efforts toward reducing, reusing and recycling in the CON.
3. Develop a plan to increase the “Greening of Classrooms, Offices and Courses.”

Strategies include:

1. Classrooms:
2. enforce no food rules in classrooms;
3. have recycling bins accessible;
4. remind students of CON mission;
5. encourage reusable water bottles:
6. remind students to recycle at end of class;
7. last slide of lecture please recycle;
8. live the mission.
9. Courses:
10. become paperless;
11. all papers turned in, graded and returned, electronically;
12. tests on the web/computer lab/all electronic;
13. utilize clicker functions;
14. utilize YouTube/pod casts/I-tunes/lectures – all online;
15. create learning center on website to facilitate electronic learning;
16. encourage sustainability nursing practice activities.
17. Offices & Building:
18. establish protocol for food/drinks at events;
19. recycle at all events/Chartwells;
20. set office copier to double sided;
21. install automatic motion lights;
22. set limits for air conditioning settings;
23. develop a “carpool day”/Tri-rail day/carpool to clinical;
24. establish a “stay at home day” class;
25. Skype for all meetings;
26. air dryers in all bathrooms;
27. incentives for carpooling/reduce parking rates.
28. Elect faculty member to be on the University Sustainability Committee for 2010.
29. Ask for a faculty volunteer to participate as a member of Environmental Sustainability Committee at the County and City level.
30. Collaborate with the research partners in the greater university community to seek state/federal grants focused on sustaining the environment of FAU: Harbor Branch, Science, Environmental Sciences, Anthropology.