



Florida Atlantic University Christine E. Lynn College of Nursing Strategic Plan: *Race to Care and Excellence*



CELCON Mission

The Christine E. Lynn College of Nursing, as an integral part of Florida Atlantic University, is committed to the pursuit of higher education grounded in the arts, sciences and humanities. Faculty of the College support the University mission of teaching, research/scholarship and service within an environment that fosters inclusiveness.

FAU's College of Nursing is dedicated to caring, advancing the science, studying the meaning, practicing the art, and living caring day-to-day.

CELCON Vision

The Florida Atlantic University Christine E. Lynn College of Nursing will be the international preeminent leader in advancing caring science through its dynamic, innovative, caring-based education, research, scholarship, and practices.

FAU Goals

Florida Atlantic University's strategic plan, *The Race to Excellence*, defines six priority characteristics in the attainment of becoming a public university that excels in research and adds value for all stakeholders. These six priority characteristics are:

Boldness – A uniquely competitive and globalized student body. Build a geographically-diverse population of students who excel in focused academic areas and engage in enriching activities that drive them to timely graduation and successful futures.

Synergy – Prominent teams of researchers and scholars. Invest in focused pillars and platforms—connecting the most talented faculty, staff and students to expand on the robust culture of nationally respected research and inquiry.

Place – Deep engagement with South Florida's global communities. Partner with a diverse set of local stakeholders and enhance the physical spaces to build upon the unique cultural, demographic and environmental characteristics of each campus community – striving for leadership in developing the South Florida culture and economy.

Quality – Continuously-assessed and evolving best practices. Design a resilient, lean organization—based on best logistical practices—that identifies economies of scale and incorporates new technologies to promote institutional development.

Brand – National reputation for excellence. Communicate the incredible stories of the University to an increasingly eGlobal audience, so that key internal stakeholders can link with external constituency groups.

Strategy – Wise and innovative allocation of resources. “Budget to the plan” and pursue new revenue streams to make FAU self-reliant and thriving in the midst of competitive public and private funding opportunities.

Our Strengths

- Caring is the defining feature of our students, faculty, staff, alumni and community stakeholders.
- CELCON is home to the Anne Boykin Institute for the Advancement of Caring in Nursing.
- Grants and research to support United States military veterans in both health needs and academic support to attain a BSN.
- Current rankings for 2021 in *U.S. News & World Report*:
 - #47 Best Nursing Schools: Master
 - #32 Best Online Master's in Nursing
 - #11 Best Online Master's in Nursing Administration Program
 - #62 Best Nursing Schools: Doctor of Nursing Practice
- Impressive pass rates on exams: 2020 95.9% first time NCLEX pass rate and 2019 100% AGNP certification pass rate.
- Community health outreach and practice occurs through two community health centers, a memory and wellness center, and community events in areas of needs throughout South Florida.
- Global outreach with scheduled trips for undergraduate and graduate students to communities in need of healthcare in Guatemala.
- Current and established research funded by various organizations, such as: National Institutes of Health, Patient Centered Outcomes Research Institute (PCORI), the Florida Department of Health, Health Resources and Services Administration (HRSA) and others.
- Research projects and learning opportunities that collaborate with other colleges with foci on healthy aging, health equity, holistic health, and transforming healthcare environments.
- Several tracks for BSN and advanced degrees with locations convenient for servicing the needs of South Florida residents, along with expanding online offerings.
- Our diverse student population adding to the richness of our campus and the classroom environment.
- Office of Nursing Research and Scholarship provides comprehensive support to faculty, including seminars, statistics and methodology support, and pre-award and post-award grant support.

20 Years From Now...

- We will maintain our status as the pinnacle of caring sciences and increase our presences on both the national and international stage.
- Our faculty and staff will reflect the diversity of our student body to support inclusivity and equity.
- Several exchange programs and relationships with schools of nursing worldwide will be in place.
- CELCON alumni will be more engaged in mentorship, philanthropy, and volunteering.
- Our advanced degree offerings will be expanded to include public health and multi-discipline options.
- We will hold top state and national rankings for our BSN programs, PhD and advanced practice programs.
- Through research and community engagement, we will become a leader in specialty areas, such as Alzheimer's Disease and Related Disorders (ADRD), Dementia, and memory care.
- Our research compilation will have 50+ NIH funded projects.
- We will significantly increase enrollment in the CELCON, with diverse additions to faculty to support the students' needs and academic-practice partnerships.
- The CELCON campus in Boca Raton will include 3 more standalone buildings to include state of the art simulations centers, classroom space, wellness center, and study centers exclusively for nursing students.

2 Year Progress Indicators: How do we get there?

- Incremental growth towards the top of *U.S. News & World Report* and world rankings for nursing programs. **(Quality, Brand)**
- ONRS further develops just-in-time faculty support services to facilitate growth in faculty research and scholarship, resulting in increased, high-quality grant submissions, proposal development resources, research citations. **(Synergy)**
- Successful FAU and external university partnerships focused on mutually meaningful research being applied and funded with the goal of improving health outcomes. **(Place, Synergy)**
- Develop and implement recruitment and retention strategies for both students and faculty to yield overall growth in and diversity of our faculty and student body. **(Boldness, Quality)**

- Nationally and internationally recognized centers (Memory and Wellness Center, Community Health Center, Center for Caring). **(Brand, Quality, Place)**
- Achieve Federally Qualified Healthcare Center (FQHC) status for the two locations of our FAU/Northwest Community Health Alliance Community Healthcare Center (CHC) in West Palm Beach, Fl. **(Brand, Quality, Place)**
- Develop additional auxiliary programs to support the needs of our community. **(Brand, Quality, Place, Strategy)**
- Develop and acquire invention disclosures that are filed. **(Quality)**
- Explore interest and sustainability of master's programs in public health and multi-disciplinary options. **(Quality)**
- Develop and grow our FAU CELCON alumni association. **(Brand, Quality)**
- Develop signed exchange agreements with international universities. **(Brand, Quality, Place)**
- Develop health-related minors in business, public health, and/or engineering at both the BSN level and graduate level. **(Brand, Quality)**
- Increase online offerings across all programs. **(Brand, Quality)**
- Develop plans to expand our physical campus by 1-3 new buildings with the intention of creating state of the art simulation centers, expansion of the wellness center, classrooms and areas for students to gather and study. **(Strategy, Place)**

2 Quarter Projects for Immediate Launch (projects to launch in the next 6 months)

- Create the FAU CELCON Alumni Association **(Boldness)**
 - Foster the sense of pride CELCON graduates have in their alma mater.
 - Develop a newsletter highlighting CELCON research, graduates in the field, outreach in the community, global engagements, awards, etc.
 - Host events for CELCON graduates and stakeholders.
 - Organize Class reunion events.
- Create a culture of inclusive excellence **(Boldness)**
 - Focus on intentionally fostering the development of a diverse faculty and staff.

- Ensure our diverse student body has mentors to properly support them in their studies and development of their nursing practices.
- Build a robust research enterprise of federally funded nursing and caring science research and provide enhanced and tailored research support to faculty (**Synergy, Strategy**)
 - Encourage the development of individual research development plans for all new and untenured faculty
 - Expand grant writing support
 - Connect faculty with relevant funding opportunities
 - Review reward structure for faculty scholarship and establish incentives (e.g., rewarding faculty for attending submitting grants, following their research development plan, financial incentives, and faculty who mentor junior faculty members).
 - Nurture and develop interdisciplinary relationships that will support P series grant application and acquisition.
 - Increase faculty involved in research and PhD students attending workshops on grant writing.
- Develop Expansion plans (**Place, Quality, Strategy**)
 - Identify areas of need for physical space.
 - Establish a plan for acquiring funding.
- Enhance our external communication, marketing and social media presence (**Strategy, Brand**)
 - Concentrate efforts on getting stories out about our caring students, faculty, and alumni.
 - Use multiple platforms: Facebook, LinkedIn, Twitter, Instagram, Snapchat, Pinterest, Reddit.
 - Customize communication plan for each platform.
 - Develop marketing and communication plan and identify new strategies
- Provide awards and recognition for faculty, staff, and students (**Place, Brand, Strategy**)
 - Formally acknowledge efforts and accomplishments.
 - Host award nights for students, alumni, faculty, staff and community stakeholders to show appreciation and recognize excellence.

- Increase focused, high-impact publications in peer-reviewed journals **(Synergy, Quality, Brand)**
 - Publish more articles that incorporate caring theories.
 - Utilize the resources unique to CELCON to aid in incorporating caring theory and language into articles.
 - Track faculty publications, H-index, and impact factors of faculty publications
- Enhance our engagement with the community, including FAU Community, local South Florida communities, and statewide, national and global communities **(Place, Brand, Strategy)**
 - Expand and strengthen academic-practice partnerships for clinical rotations, research and inter-professional education
 - Develop and strengthen mutually beneficial community partnerships
 - Identify additional local, national and global community organizations to partner with on service learning, community outreach etc.
 - Work closely with advisory Boards, donors, and foundation/organizational leaders to develop and execute robust fund-raising, fundraising and stewardship plans.

Summary of The Process

Starting in September 2020, virtual meetings utilizing the Zoom platform were held that included various stakeholders in the FAU CELCON community. A total of eight meetings were held. The first meeting asked stakeholders to consider the following three questions:

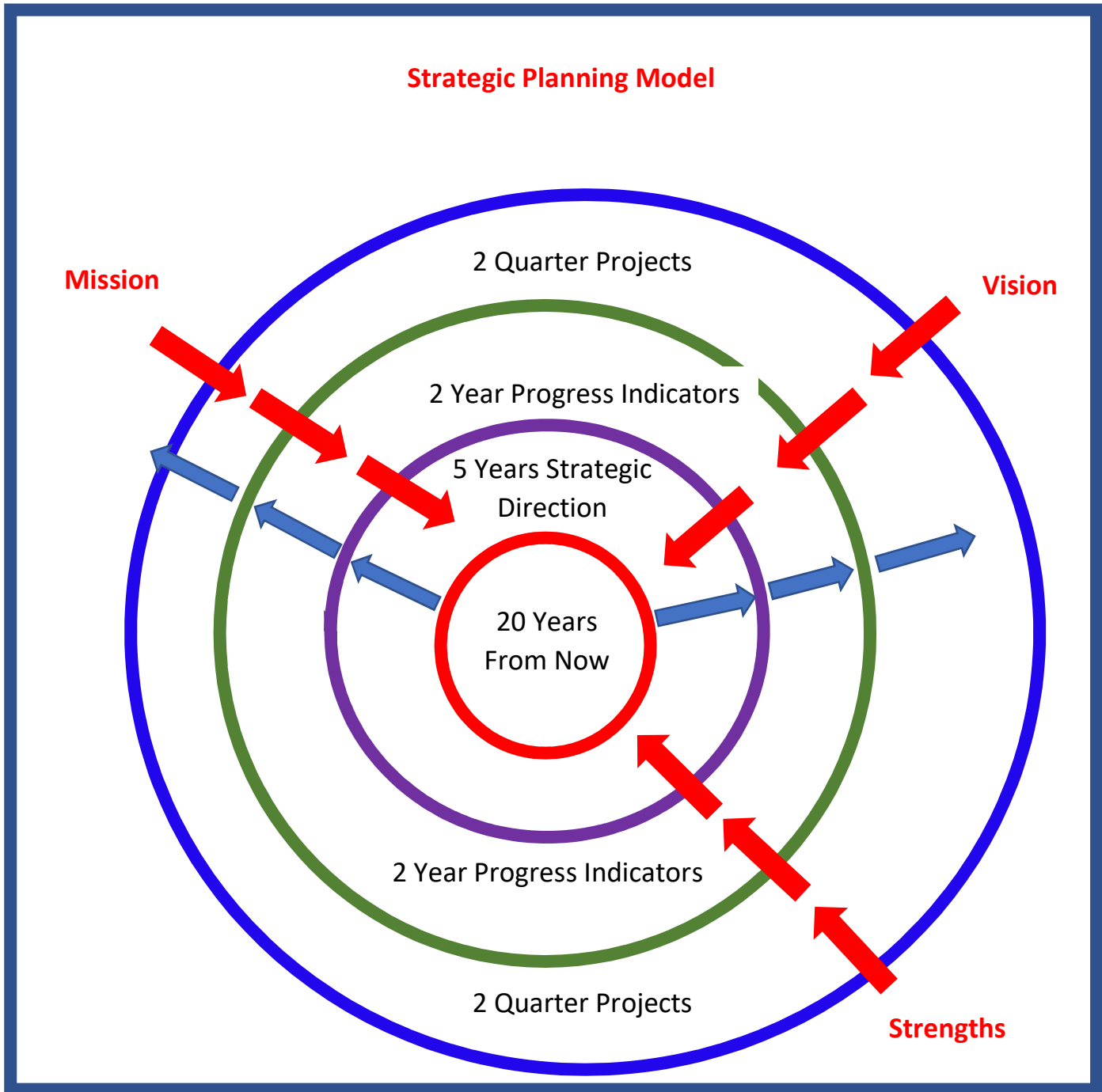
- 1) What do you consider the strengths of the College of Nursing, and what do you like most about it?
- 2) What would you love to see possible for and by the College over the next two decades?
- 3) What would indicate progress in the direction of these dreams within the next 2 years?

This data became the foundation for the following meetings. A summary of the data from these sessions was used to establish five-year goals. Stakeholders then used these five-year goals to develop two-year objectives (a.k.a. progress indicators). The team then prioritized projects to launch in the next two-quarters. These are projects that can create momentum in the direction of the two-year objectives. Finally, the team analyzed the data and selected projects for immediate launch.

Going forward, Core Group Members will create project groups by communicating with other Core Group Members, along with inviting project participants from our community of CELCON stakeholders. Each project will have a project leader. Project teams and leaders will be briefed on good project management practices and technology uses to support the needs of the project. Every two quarters, the Core Team will review progress, learnings, and relevant changes and trends. Based on these, they will refresh the two-year progress indicators and next two quarter projects.

Strategic Planning Model

Below is a graphic that depicts how the CELCON mission, vision and strengths are used to develop our goals at each stage of the process and how each stage influences the next.



Strategic Planning Core Group Members

Safiya George	Dean, College of Nursing
Rhiannon Boffa	Undergraduate Student, President of Student Nurses Association
Anne Meoli	Faculty
Charlotte Barry	Faculty
Cindy Krebsbach	CELCON Advisory Board Member
B. G. Carter	CELCON Philanthropist
Joy Longo	Assistant Dean of Undergraduate Programs
Andra Opalinski	Assistant Dean of Graduate Programs
Kay Edwards	Associate Dean of Academic Programs
Alice Miehl	Staff (Director of Research and Sponsored Programs)
Louisa Kelly	Staff (Assistant Dean of Finance)
Melissa Stires	Staff (Director of Development)
Kristine Gobbo	Communications Consultant & Advisory Board Member
Heather Underwood	Graduate Student
Jack Ricchiuto	Consultant