

**College of Nursing  
Strategic Plan  
2011-2016**

VSU Goals/Cabinet Level Goal	CON Goal	Strategy	Action Plan	Initiatives	Performance Indicator
Enrollment and Retention	Increase two year graduation rates of upper division nursing majors:	Increase access to academic enhancement opportunities: <ul style="list-style-type: none"> <li>• Simulation remediation and practice</li> </ul>	<ul style="list-style-type: none"> <li>• Human Simulation expansion and evaluation <ul style="list-style-type: none"> <li>○ Evaluate impact on student learning and retention</li> <li>○ Showcase simulation in recruitment</li> </ul> </li> <li>• Assess cost-effectiveness of ATI student academic enhancement and testing program</li> <li>•</li> </ul>	<p><b>Simulation Development</b></p> <ul style="list-style-type: none"> <li>• Identify course requirements for simulation by fall 2011</li> <li>• Quantify use by January 2012</li> <li>• Identify measures of impact Fall 2011</li> <li>• 4 term graduation rates in upper division (2011-2016)</li> </ul> <p>Review <b>alternative standardized test and academic enhancement</b> resources</p>	<ul style="list-style-type: none"> <li>• “on-time” graduation rates (BSN in four terms) will be at least 75%</li> <li>• There will be a positive correlation between success on standardized tests and measures of academic performance (course grades; NCLEX; ARNP certification)</li> </ul>
		Improve the pool of applicants	<ul style="list-style-type: none"> <li>• Increase access to effective pre-nursing advising</li> </ul>	<p><b>Institute full time professional academic advisor</b></p> <ul style="list-style-type: none"> <li>• Evaluate student opinion of advising annually</li> <li>• Structure uniform pre-nursing advising through development of academic advising handbook for CON</li> <li>• Enhance web advising resources</li> </ul>	<ul style="list-style-type: none"> <li>• Pre-nursing opinion of advising will be above average</li> <li>• Qualifications of students admitted to nursing major will improve</li> </ul>
			<ul style="list-style-type: none"> <li>• Raise Academic Standards for admission to College of Nursing</li> </ul>	<ul style="list-style-type: none"> <li>• Review admission standards and revise as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Admission standards will reflect national trends and VSU population indicators of academic success</li> </ul>

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		<p>Improve student evaluation strategies to more accurately assess competencies and readiness for graduation</p>	<ul style="list-style-type: none"> <li>• Document faculty participation in development programs related to curriculum and teaching</li> <li>• Refine evaluation of human simulation and use of other technology in teaching/learning environments</li> <li>• Revise clinical evaluation tools</li> <li>• Increase acquisitions of technology to support skills building and evaluation of clinical competencies</li> </ul>	<ul style="list-style-type: none"> <li>• Refer to appropriate CONFO committees for action               <ul style="list-style-type: none"> <li>○ FDPT                   <ul style="list-style-type: none"> <li>▪ Assessment and recommendations for faculty development r/t curriculum and teaching</li> </ul> </li> <li>○ Program Evaluation                   <ul style="list-style-type: none"> <li>▪ Evaluation plan for quality and cost-effectiveness                       <ul style="list-style-type: none"> <li>• PLA</li> <li>• Simulation outsourcing</li> <li>• Simulation clinical enhancement</li> </ul> </li> </ul> </li> <li>○ NAC                   <ul style="list-style-type: none"> <li>▪ Clinical evaluation strategies and tools</li> </ul> </li> <li>○ Student Affairs / A&amp;P                   <ul style="list-style-type: none"> <li>▪ Essential/ non-academic standards</li> <li>▪ Honor code and professional conduct</li> </ul> </li> <li>○ A&amp;P                   <ul style="list-style-type: none"> <li>▪ Admission criteria and standards</li> </ul> </li> </ul> </li> <li>• Successfully access to resources in Academic Equipment Pool</li> </ul>	<ul style="list-style-type: none"> <li>• NCLEX Pass rate will be 85% or higher</li> <li>• ARNP Certification Rates will be 100%</li> <li>• Amount of acquisitions for teaching/learning through Academic Equipment and Instructional Setting pools</li> </ul>

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	Increase enrollments	Enhance marketing for graduate program	<ul style="list-style-type: none"> <li>• Complete new marketing tools for academic programs</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Sustain budget for marketing resources (brochures, travel, etc.)</li> <li>• Increase collaboration with Office of Advancement and Alumni Relations</li> <li>• Evaluate satisfaction with weekend college format among faculty and students</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Target enrollments for 2012-2016</b> <ul style="list-style-type: none"> <li>○ RN-BSN 50</li> <li>○ CNL 10</li> </ul> </li> <li>• <b>students by 2012; sustain 40</b> <ul style="list-style-type: none"> <li>○ NP 45</li> <li>○ DNP 12</li> </ul> </li> </ul>
		Propose programs to meet regional needs	<ul style="list-style-type: none"> <li>• Develop new and revised curricula</li> <li>• Web-enhanced weekend college format for RN and MSN programs</li> </ul>	<ul style="list-style-type: none"> <li>• Develop undergraduate honors program</li> <li>• Implement new graduate programs               <ul style="list-style-type: none"> <li>○ DNP</li> <li>○ CNL</li> <li>○ Certificates (gerontology; psychiatric/mental health; education)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Enroll 5 students annually in Honors Program</b></li> </ul>

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Diversity	Increase knowledge of diversity impacting nursing and health care	Implement culturally competent teaching/learning strategies for diverse nursing students	<ul style="list-style-type: none"> <li>• Document diversity among nursing students</li> <li>• Participate in one faculty development program focusing on cultural competency</li> <li>• Apply for HRSA Diversity Grant to support identification and implementation of culturally-specific teaching/learning strategies aimed at meeting needs of minority and under-represented groups of nursing students</li> <li>• <b>Implement diversity in human simulation scenarios used in clinical outsourcing; develop mandatory scenarios for all students</b></li> </ul>	<ul style="list-style-type: none"> <li>• HRSA Workforce Diversity grant submitted in 2008; not funded</li> <li>• HRSA Workforce Diversity grant resubmitted in 2009; not put into database due to Grants Office error</li> <li>• Consultant funded through HRSA NEPR grant (Partnership Health Clinic) –implemented summer 2011</li> <li>• Measures of cultural climate in CON will be conducted every three years; tool to be implemented 2011-2012</li> </ul>	<ul style="list-style-type: none"> <li>• Diversity of faculty and student body will approximate VSU enrollments</li> <li>• Identification of <b><u>culturally adapted teaching/learning strategies</u></b> will occur in every course</li> </ul>
		Demonstrate increased cultural competency among faculty and students	<ul style="list-style-type: none"> <li>• Assessment of cultural climate and needs through consultation with expert</li> <li>• Development of faculty development program</li> </ul>	<ul style="list-style-type: none"> <li>• Implement cultural competency workshops at least once a year</li> <li>• Increase diversity of students and faculty</li> <li>• Track cultural competency experiences and outcomes across undergraduate and graduate curricula</li> <li>• Identify cultural competencies reflected in graduate student projects and theses.</li> </ul>	<ul style="list-style-type: none"> <li>• Measures of cultural competency among faculty and students will increase</li> </ul>

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Academic Programs	Implement revised BSN and MSN curricula to meet current needs of health care workforce	Document successful implementation of BSN curriculum through student outcomes and faculty appraisals.	<ul style="list-style-type: none"> <li>• <b>Add additional faculty FTE for Pathophysiology (NURS 2700) course</b></li> <li>• Implement electronic health records in laboratory setting</li> <li>• Develop plan and obtain updated technology for the nursing laboratories               <ul style="list-style-type: none"> <li>○ Human simulators</li> <li>○ Other</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• One new FTE added in 2009 but not in response to need in NURS 2700 – in response to accommodations for faculty with disabilities               <ul style="list-style-type: none"> <li>○ Assess impact of NURS 2700</li> </ul> </li> <li>• EHR implemented in lab spring 2011</li> <li>• Simulation and other technology acquisitions increased through Academic Pool funding in 2010-2011</li> <li>• NEW BSN successfully implemented and first evaluation completed fall 2010</li> <li>• <b>Clinical affiliates evaluation will be implemented in 2011 and provide consistent positive feedback</b></li> <li>• <b>Feedback from communities of interest on the new BSN curriculum will be positive</b></li> <li>• <b>EBI and NCLEX assessment data to identify specific weaknesses and strengths addressed in the curriculum</b></li> </ul>	<ul style="list-style-type: none"> <li>• 85% of all pre-licensure BSN graduates will pass NCLEX on first attempt</li> <li>• 90% of all pre-licensure BSN graduates will pass the NCLEX within the first year of graduation.</li> <li>• Course failure rates will not exceed 20%</li> <li>• Two-year graduation rates for upper division BSN majors will be 75% or higher</li> <li>• 100% of all CNL and NP graduates will be certified in their specialty within one year of graduation.</li> </ul>

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		Successfully implement CNL and revised NP	<ul style="list-style-type: none"> <li>• Sustain resources needed for graduate programs</li> <li>• Program coordinators in place</li> <li>• Recruit Associate Dean</li> </ul>	<ul style="list-style-type: none"> <li>• Market and recruit for NP and CNL programs</li> <li>• Roles of program coordinators include recruitment of students and graduate faculty</li> <li>• Associate Dean will develop plan for cost-effective growth of graduate programs</li> <li>• Sufficient and appropriate clinical placement sites and preceptors will be secured</li> </ul>	<ul style="list-style-type: none"> <li>• Enrollment data for CNL and NP tracks will meet targets</li> <li>• Graduation rates will be at least 80% (number of students enrolling in MSN study divided by number who graduate from program – CCNE definition)</li> <li>• Certification Pass rates will be 100%</li> </ul>
		Implement Doctor of Nursing Practice Program (DNP) by August 2012	<ul style="list-style-type: none"> <li>• Submit proposal for review fall 2011</li> <li>• Work proposal through system in 2011-2012</li> <li>• Recruit students summer 2012</li> <li>• Admit first students no later than January 2013</li> <li>• Secure faculty with DNP credentials</li> </ul>	<ul style="list-style-type: none"> <li>• Develop PLA for DNP students</li> <li>• Appoint program coordinator by Fall 2012</li> <li>• Identify resources needed for implementation and submit Strategic Initiative Fall 2011</li> <li>• Secure external consultation and review academic year 2011-2012</li> <li>• Substantive change report to CCNE</li> <li>• Formalize faculty practice plan strategy</li> <li>• Identify programs of clinical scholarship for all DNP faculty</li> <li>• Identify standardized test for screening of DNP student readiness for graduation.</li> <li>• Contracts for clinical placement of DNP students will be organized into “<b>DNP Partnerships</b>”</li> </ul>	<ul style="list-style-type: none"> <li>• DNP program will be successfully reviewed by BOR; CCNE</li> <li>• <b>5 DNP students will be enrolled by January 2013</b></li> <li>• <b>12 DNP students will be enrolled annually by 2016</b></li> </ul>
		Implement certificate programs	<ul style="list-style-type: none"> <li>• Gerontological Nursing</li> <li>• Forensic/correctional Nursing</li> <li>• Nursing Educator Role</li> </ul>	<ul style="list-style-type: none"> <li>• Needs Assessment</li> <li>• Campus collaboration for multi-disciplinary programs</li> <li>• Implementation of selected electives</li> <li>• Proposal for educator role certificate</li> </ul>	<ul style="list-style-type: none"> <li>• Submit proposal for Educator Certificate Program Fall 2011</li> </ul>

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		Implement Behavioral Health post masters certificate program by fall 2012	<ul style="list-style-type: none"> <li>• Secure MOU with GSU and GHSU</li> <li>• Develop revisions to PMHN coursework; academic approval</li> <li>• Develop at least two faculty with ARNP PMHN credentials</li> <li>• Submit substantive change form to CCNE and notify SACS Fall 2011</li> </ul>	<ul style="list-style-type: none"> <li>• Dr. Floyd enrolled in post doctoral work</li> <li>• Denise Atkinson hired in Fall 2011; enrolled in coursework for post masters certification in advanced practice PMHN</li> <li>• <b>Proposal for PMHN Track changes will be submitted fall 2011 to Graduate Faculty</b></li> </ul>	<ul style="list-style-type: none"> <li>• Enroll 10 students each year</li> <li>• Certification rates of graduates will be 100%</li> </ul>
		Implement Behavioral Health Undergraduate Track	Evaluate SDS BH program initiated in 2009-2010	<ul style="list-style-type: none"> <li>• Needs assessment/interest</li> <li>• Secure clinical partnerships</li> <li>• Identify model for progression to masters</li> </ul>	<ul style="list-style-type: none"> <li>• Summary of outcomes will be published in 2011</li> <li>• Needs assessment will be completed spring 2012</li> <li>• Program implementation by Fall 2013</li> </ul>
		Expand human simulation education applications	<ul style="list-style-type: none"> <li>• <b>Secure funding for recurring expenses: warranties</b></li> <li>• Implement Student Response System</li> </ul>	<ul style="list-style-type: none"> <li>• Accessing Academic Pools</li> <li>• Service contract covered by student technology fees</li> <li>• Student response system initiated across campus in 2010</li> </ul>	<ul style="list-style-type: none"> <li>• Completion of documentation in 2011-2012:               <ul style="list-style-type: none"> <li>○ Measure use of simulation</li> <li>○ Evaluate faculty and student satisfaction</li> <li>○ Complete evaluation</li> </ul> </li> </ul>

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Faculty and Staff Development	Advance credentials and competencies of faculty and staff consistent with evolving program needs.	Support faculty who are enrolled in doctoral study and teaching full time.	<ul style="list-style-type: none"> <li>Provide compensation for faculty who teach overload.</li> <li><b>Recruit additional part time clinical faculty</b></li> </ul>	<ul style="list-style-type: none"> <li>Compensation through grant indirects and faculty reassigned time</li> <li>Collaboration with SGMC for CNL's resulted in one new PT faculty</li> </ul>	<ul style="list-style-type: none"> <li>Number and distribution of faculty assignments in CON by FT and PT will show decreased faculty overload and increase in PT clinical faculty</li> <li>At least 3 faculty will receive reassigned time each year for scholarship</li> <li><b>80% of faculty will hold terminal degree by 2016</b></li> </ul>
		Sustain faculty advanced practice credentials	<ul style="list-style-type: none"> <li>Institute faculty practice plans</li> </ul>	<ul style="list-style-type: none"> <li><b>Review Faculty Practice Plan model and have all faculty in practice plan by Fall 2013</b></li> </ul>	<ul style="list-style-type: none"> <li>Faculty workload calculations will reflect all ARNP's in practice</li> <li>Sustained programs of scholarship among faculty in practice will demonstrate increased published scholarship each year</li> </ul>
		Improve satisfaction and teaching competencies among part time clinical faculty and clinical preceptors	<ul style="list-style-type: none"> <li>Develop online orientation for clinical preceptors and part time clinical faculty</li> <li>Develop recognition and reward system for part time faculty and preceptors</li> </ul>	<ul style="list-style-type: none"> <li>Refine PT and FT faculty orientation</li> <li>Increase faculty recognition programming and support through Faculty Affairs Committee</li> <li>Full time faculty position for simulation teaching and curriculum oversight</li> </ul>	<ul style="list-style-type: none"> <li>75% of faculty will report satisfaction with work environment</li> <li>At least three faculty will be recognized in CON for outstanding performance each year</li> </ul>

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			<ul style="list-style-type: none"> <li>• Increase faculty resources to support use of simulation in clinical outsourcing and selected clinical enhancements across the curriculum</li> </ul>		<ul style="list-style-type: none"> <li>• 85% faculty will report satisfaction with access to simulation support and resources for their courses</li> </ul>
		<p>Improve faculty orientation and role development through sustained mentoring</p>	<ul style="list-style-type: none"> <li>• Review and <b>revise formal mentoring program</b></li> <li>• Reward senior faculty mentors through travel and equipment incentives</li> <li>• Fund travel of faculty to present evaluation of senior faculty mentoring program</li> </ul>	<ul style="list-style-type: none"> <li>• Formal mentoring program guidelines established by spring 2012</li> <li>• Selected faculty mentors will be identified and oriented by fall 2012</li> <li>• Rewards systems in place by fall 2012</li> <li>• Methods for evaluation of success of mentoring identified in spring 2012</li> </ul>	<ul style="list-style-type: none"> <li>• Documentation of faculty mentoring efforts will be associated with positive reviews by protégés</li> </ul>
		<p>Staff competencies will support CON mission</p>	<ul style="list-style-type: none"> <li>• Increase opportunities for staff development</li> <li>• Match development to identified needs related to CON mission and activities</li> </ul>	<ul style="list-style-type: none"> <li>• Staff will identify preferences for staff development</li> <li>• Faculty and administrators will provide input to assessment of learning needs among staff</li> <li>• Send each staff to at least one development program each year</li> <li>• Identify technology needs among faculty and staff</li> </ul>	<ul style="list-style-type: none"> <li>• Staff will access development program at least once per year</li> <li>• Staff evaluations will reflect effort to improve competencies and improved performance</li> </ul>
		<p>Provide support for improvement of staff performance</p>	<ul style="list-style-type: none"> <li>• Replace equipment in the CON</li> </ul>	<ul style="list-style-type: none"> <li>• Identify and replace computers in rotation schedule</li> <li>• Locate phones and other equipment/supplies needed to support work</li> <li>• Assignments and scheduling of vacation, lunch, etc will reflect best allocation of resources and use of time to meet faculty and student needs</li> </ul>	<ul style="list-style-type: none"> <li>• Staff performance evaluations will be consistently above average</li> </ul>

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Faculty Scholarship	Increase peer-reviewed scholarship among faculty	Provide support for faculty travel to deliver papers/posters	<ul style="list-style-type: none"> <li>All faculty who have abstracts accepted will receive funding for travel</li> </ul>	<ul style="list-style-type: none"> <li>Prioritize faculty travel through Budget Committee</li> <li>Identify dean indirect funds to support faculty travel</li> <li>Assist faculty in the development of proposals</li> <li>Support development of writing teams</li> </ul>	<ul style="list-style-type: none"> <li><b>All tenure track faculty will receive travel support to present papers or posters</b></li> </ul>
		Assist faculty in applying for release time for scholarship	<ul style="list-style-type: none"> <li>At least three faculty will be approved for release time each semester</li> </ul>	<ul style="list-style-type: none"> <li>Part time faculty will be identified to support teaching in reassigned areas</li> <li>Identify faculty in need of reassigned time to encourage application.</li> <li>Performance evaluations will reflect use of reassigned time and scholarship products</li> </ul>	<ul style="list-style-type: none"> <li><b>All tenure track faculty requesting reassigned time will receive reassigned time for scholarship at least once every two years</b></li> </ul>
		Mentor faculty in the development of programs of scholarship	<ul style="list-style-type: none"> <li>Annual goal setting and annual evaluation will include review of program of scholarship</li> </ul>	<ul style="list-style-type: none"> <li>Collaborative scholarship</li> <li>Delimitation of topics for thesis and project to identified areas of faculty scholarship</li> <li>Joint publications with students will be driven by contracts identifying student and faculty rights and responsibilities</li> </ul>	<ul style="list-style-type: none"> <li><b>Annual evaluations and FDPT evaluations for promotion and tenure will identify scholarship consistent with expectations for the discipline</b></li> </ul>

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Financial Support	Increase external funding to the CON by 20%	Increase grant funding to support academic programs	<ul style="list-style-type: none"> <li>• Obtain funding to fill assistant dean for Undergraduate Programs and Student Success position</li> </ul>	<ul style="list-style-type: none"> <li>• Fill Associate Dean position</li> <li>• QEP undergraduate research proposal completed and funded ; to be implemented summer 2012 (piloted fall 2011)</li> <li>• HRSA NEPR Grant continued funding will be sought</li> <li>• Other support for PHC will be developed</li> <li>• <b>All external funding will be documented in annual reports and institutional effectiveness reports</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>External funding will increase each year (Amount?)</b></li> <li>• <b>At least one grant will be submitted from CON each year in 2012-2016</b></li> <li>• <b>At least two grants will be submitted in 2015</b></li> <li>• <b>Document all grant proposal efforts</b></li> </ul>
		Secure partner funding to support SDS program	<ul style="list-style-type: none"> <li>• Prepare materials to showcase SDS Program</li> <li>• Travel to potential partners to recruit support</li> </ul>	<ul style="list-style-type: none"> <li>• Partner funding efforts transferred to office of Advancement; follow up by VP Crawford</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Document all external partner funding efforts and funding secured for SDS program (2005-20011)</b></li> </ul>
		Increase alumni and “Friends of VSU Nursing” involvement with CON	<ul style="list-style-type: none"> <li>• Prepare recruitment and marketing materials with centennial and CON 40<sup>th</sup> anniversary logo</li> <li>• Secure position of Advancement liaison for CON</li> </ul>	<ul style="list-style-type: none"> <li>• Profiles in Caring</li> <li>• Schedule events for spring and fall <b>2012-2016</b></li> <li>• <b>Advancement Committee to take lead on culmination of 40<sup>th</sup> anniversary spring 2012</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Document external funding through alumni and “friend” gifts to foundation (2011-2016)</b></li> </ul>