



**STRATEGIC PLAN  
FALL 2014 TO 2017**



**COLLEGE OF NURSING**

## MESSAGE FROM THE DEAN

I am so pleased that faculty, staff and community partners were able to come together to develop a strategic plan for the years 2014-2017. During our day-long retreat on September 5, 2014, there was a great deal of synergy as we considered issues and trends and formulated our response to strategic issues that we all agree we must address.

Several features of a strategic plan are worth noting:

- A strategic plan should focus on ‘make or break’ issues. These are issues or conditions that must be addressed for an organization to remain relevant and responsive. The responses to these ‘make or break’ issues are referred to as *strategic directions*.
- ‘Make or break’ issues usually emerge from an analysis of the strengths, weaknesses, opportunities and threats facing an organization. A synopsis of our situational analysis is included in this plan.
- Regardless of the size, maturity and the level of available human and financial resources of an organization, few have the capacity to respond to more than three to five ‘make or break’ issues in a three-year period. We have committed to pursuing four strategic directions over the next three-year period.
- Strategic directions come alive when they are accompanied by goals and time frames which articulate accountability for implementation. While we have articulated goals and timeframes in this plan, we will also be developing an annual operations plan that further details how we will achieve our strategic directions and goals.

Our strategic directions are:

- By Fall 2016, implement a suite of nursing education programs that equip nurses to meet the needs of a dynamic and rapidly evolving health care system.
- By Fall 2017, implement a unique PhD in Nursing program.
- By Fall 2017, significantly increase the College of Nursing (CON) capacity for funded research and its scholarly application.
- Be in a position by Fall 2016, to significantly engage in collaborative work within FSU and with our community partners to promote the goals of research, scholarship, inter-professionalism and community service.

I am confident we have chosen the right areas of focus for us for the next three years. I am committing my unwavering support as we work together to achieve success in our plan. We will review our process on an annual basis and faculty will meet to assess new internal and external conditions to ensure that our strategic plan remains meaningful and relevant. Strategy is about establishing direction, passion and momentum. We are already on the right road. Now we must travel and navigate forward together.

**Judith McFetridge-Durdle, PhD, RN**  
**Dean, College of Nursing**  
**Florida State University**

# THE COLLEGE OF NURSING AT FLORIDA STATE UNIVERSITY

## Vision

We continually strive to be nationally recognized as an innovator in nursing education, research, and collaborative practice

## Mission

To develop nursing leaders for professional practice and research in diverse settings.

## Professional Values

**Altruism** as a concern for the welfare and well-being of others.

**Autonomy** as the right to self-determination.

**Human Dignity** as respect for the inherent worth and uniqueness of individuals and populations.

**Integrity** in acting in accordance with the appropriate code of ethics and accepted standards of practice.

**Social Justice** in upholding moral, legal and humanistic practice.

**Commitment to Excellence** in nursing education, research and practice.

## STRATEGIC DIRECTION 1

Commencing in Fall 2016, implement a suite of nursing education programs that equip nurses to meet the needs of a dynamic and rapidly evolving health care system.

Our aim is to build a more cohesive and seamless continuum of programs that provides a greater variety of options to students and better aligns with the nursing needs of our community partners. In doing so, we will become more cost-effective and relevant. Our success in this strategic direction will serve as a source of distinction for the CON and build and retain our status as a preeminent nursing education provider.

Goal	By When	Lead Responsibility
1. (a) Identify and analyze innovations and trends in nursing education (national and international) (b) In collaboration with our community partners, determine the appropriate suite of baccalaureate and graduate nursing education programs at FSU	Spring 2015	Assistant Deans (Undergraduate and Graduate Programs)
2. Examine the feasibility of the unique suite of nursing programs at FSU	Summer 2015	Associate Dean Academic Programs
3. To ensure teaching excellence, embed college level strategies and processes for faculty development	Fall 2015	Assistant Dean Faculty Development and Teaching Excellence
4. Secure the necessary resources for implementation of the identified suite of program offerings	Fall 2015	Dean
5. Develop and implement a strategy to market these programs	Fall 2015	Communications Coordinator

## STRATEGIC DIRECTION 2

### By Fall 2017, implement an innovative and unique PhD in Nursing program

There is a strong imperative for the CON to achieve a seamless progression in nursing scholarly activity to meet the new and ongoing demands of nursing education. Scholarly knowledge and contribution to nursing research are long-acknowledged hallmarks of successful academic programs. In addition, the demand for PhD-prepared nurses both within academic settings and within the health care system outstrips the current supply, both on state and national levels. Our efforts to develop a PhD program closely align with FSU's strategies to retain preeminent status and to achieve excellence in scholarly activity. This strategic direction also supports the CON's succession efforts and provides opportunities to increase research funding and productivity.

Goal	By When	Lead Responsibility
1. Establish the PhD Program Task Force to analyze current trends and innovations in research intensive PhD programs in the US and Canada	Spring 2015	Dean
2. Based on broad consultation, determine the focus and structure of an innovative PhD in Nursing program at FSU	Fall 2015	Chair, PhD Program Task Force
3. Develop the curriculum map, course content and evaluation metrics for the PhD program	Spring 2016	Chair, PhD Program Task Force
4. Identify and secure resources for PhD program funding, including necessary faculty, staff and administrative systems	Summer 2016	Dean
5. Develop and implement a marketing strategy that targets potential PhD candidates, both nationally and internationally	Fall 2016	Communications Coordinator
6. Interview and select candidates for the PhD program	Spring 2017	Graduate Admissions Committee

## STRATEGIC DIRECTION 3

By Fall 2017, significantly increase the CON's capacity for funded research and its scholarly application.

This strategic direction directly supports FSU's preeminent metrics and strategic goals. Through a significant increase in research activity and research funding, the CON's commitment to evidence-based practice, population health improvement and to our community and clinical partners will be greatly enhanced. As per Strategic Direction 2, the efforts to implement a PhD program are highly complementary to increased scholarly activity and succession planning. We aim to increase research productivity by 20% by 2017.

Goal	By When	Lead Responsibility
1. Enhance the overall infrastructure for research (e.g., grant writing, statistical analysis, mentoring and conference funding)	Spring 2015	Dean
2. Enhance research mentorship by implementing a structured program that documents faculty needs and accomplishments	Spring 2015	Associate Dean Research
3. Further enhance research productivity through the hiring of a full-time statistical analyst	Fall 2015	Dean
4. Enhance the faculty research dossier by securing the appointment of senior faculty appropriate for the two available named professorships	Fall 2016	Dean
5. Match junior faculty with potential Federal funding agencies and coordinate on site visits with program officers (funded by CRC)	Fall 2015	Associate Dean Research
6. Identify key focus areas that integrate faculty strengths to increase research productivity	Spring 2017	Associate Dean Research
7. Identify and pursue community and academic partners for collaborative research opportunities.	Fall 2015	Associate Dean Research
8. Broaden our collaboration with Tallahassee Memorial Healthcare (TMH). This should include joint events that address clinical scholarship and the placement of an FSU CON faculty member on the TMH IRB	Fall 2015	Dean
9. Facilitate faculty publication in peer reviewed research journals with a 5% increase in rate of publication annually	2015/2016/2017	Associate Dean Research
10. Each faculty member in the tenure track will submit, at minimum, one external grant. Initially, these should range from the \$5,000 to the R03 level (\$50,000 annually for 2 years). This requirement will be dependent upon faculty member skill set and publications	Fall 2017	Associate Dean Research

## STRATEGIC DIRECTION 4

Be in a position by Fall 2016 to significantly engage in collaborative work within FSU and with community partners to promote research, scholarship, interprofessionalism and community service.

The CON aims to lead by example by demonstrating to our community and academic partners that nursing science, practice and service contribute immensely to health system innovation and population health improvements. This externally-focused strategic direction builds the necessary conditions to contribute to positive change, mutual problem-solving and evidence-based approaches throughout the entire continuum of health care services.

Goal	By When	Lead Responsibility
1. Establish the CON “Interprofessional Education Task Force” to explore current trends and innovations in interprofessional education	Spring 2015	Dean
2. Create a sustainable staged plan for embedding inter-professional education across the curriculum	Fall 2015	Chair, Inter-professional Education Task Force
3. Secure the resources for interprofessional education and structure processes to ensure accountability for participation by health professional programs at FSU	Spring 2016	Dean
4. Strengthen our community partnerships by creating “The Academic Practice Council”, a forum for nurse educators, community leaders and key stakeholders to foster communication and collaboration on issues of mutual importance and concern	Spring 2015	Dean
5. Continue to actively partner with clinical and other health system stakeholders in ongoing planning, implementation and evaluation of educational initiatives	Ongoing	Assistant Dean Undergraduate Program
6. Strengthen the culture of community service in the CON by structuring opportunities and accountability for faculty community engagement	Ongoing	Associate Dean Academic Programs
7. Strengthen the culture of community service in the CON by structuring opportunities and accountability for student community engagement		Assistant Deans Graduate/Undergraduate Programs