

College of Nursing Florida State University



MESSAGE FROM THE DEAN

On August 18th, 2017, faculty, staff and community partners of the College of Nursing (CON) gathered together to develop our second strategic plan for 2017-2022. The planning process replicated our 2014 experience where we boldly crafted our first strategic plan.

I am very proud that our initial strategic plan has served us so well. We have made significant progress: a direct result of the high commitment of all the individuals and teams who worked so diligently to realize success. For me personally, our strategic plan was the basis for our investment decisions and served as the anchor for the suite of initiatives upon which I regularly reported upon within the CON and at the Florida State University (FSU) level.

In this strategic plan, we are focusing on the “make or break” issues that compel us to remain relevant and responsive. A vitally important inspiration during our planning session was the new FSU strategic plan (2017-2022). We are honouring the FSU plan by focusing on three strategic directions:

1. Embrace and increase the full potential of diversity and inclusion
2. Build, promote and sustain CON’s distinguished reputation for academic excellence
3. Command excellence in teaching, programs and research

Our faculty and staff are united on these strategic directions. I am again committing my unwavering support as we work together to realize our potential. As a united body of professionals, we will regularly assess our progress. We will have the courage to make mid-course corrections to ensure we remain relevant. This is vitally important in a rapidly changing society.

Strategy is about making meaningful differences that improve the well-being of our College, our University, our students, and our society. We share a deep commitment to doing our best to realize the full potential of this new 5-year strategic plan.

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

Introduction

Our limited-access Bachelor of Science in Nursing (BSN) program remains robust and competitive. In 2017, 124 new BSN students were admitted for an overall program enrollment of 200. The 2016-2017 graduation rate for our traditional programs was 92.5% and 91.2% for the accelerated program. Our 75 BSN graduates in May 2017 provided 133,473 hours of volunteer service worth an estimated \$2.7M. As in all our students, this graduating class made a significant impact on local communities and they did so while excelling academically.

Our nursing graduates are in high demand. Indeed, 90% of our BSN prepared nurses are employed within six months of graduation with 60% of them remaining in Florida. We are especially proud of our College's first-time pass rate on the National Licensing Exam (NCLEX). In 2016, our NCLEX pass rate of 94.1%, 6.3% higher than the national pass rate. The Doctor of Nursing Practice (DNP) program remains robust with 31 new students admitted this fall (2017) for an overall program enrollment of 84. The DNP program continues to attract highly qualified applicants and in fall 2017 this resulted in a lower acceptance rate of 36.9% (compared to 80% in fall 2016) and a higher mean GPA of 3.7 (compared to 3.6 in fall 2016). The success of our DNP graduates also speaks to the quality of our program. 100% of the May 2016 DNP class passed the national certification exam for Family Nurse Practitioners (FNP) and all reported employment at graduation.

The PhD Program Task Force continues to work on a unique PhD in Nursing Program with a focus in health disparities. This year, the FSU Board of Trustees approved our *Proposal to Explore* and a full PhD proposal to the Board will be submitted during spring 2018. This will be an exciting time as it will enable us to enroll the first cohort of PhD students in fall 2019.

In 2016-2017, the College of Nursing employed 15 tenure track faculty and 16 specialized teaching faculty. We recently welcomed two additional faculty members: Dr. Norman Anderson as the Associate VP for Research and Dr. John Lowe as the Mackenzie Professor in Health Disparities Research. This fall, we welcomed Dr. Eugenia Millender as Associate Professor.

There are many great initiatives for which we are very proud. For example, we worked with our colleagues in the Colleges of Medicine and Social Work on a grant that enabled students to work and learn together with staff and patients at Westminster Oaks. We also worked with the College of Medicine on several community outreach projects in Florida (Tallahassee, Chapman and Immokalee) and in Nicaragua.

To remain relevant, we will be compelled to understand and respond to the changing world around us. We are observing:

- Changes in health care funding that may result in access disparities

- A millennial demographic who have an insatiable appetite for being “wired in” and who expect technology-enabled learning tools and virtual interactions
- Increased diversity at all levels such as political, ethnic, and sexual orientation
- Increased health disparity among populations, internationally, nationally and at the state level
- The emergence of trauma that touches people in new and unsettling ways and which is redefining what “being safe” means. Terrorism and natural disasters are a new part of our consciousness
- Changes in value systems whereby individuals seek a reasonable work/life balance and who expect to feel valued for their work contributions
- An aging demographic that will impact the nature of health care services. Demographic changes are also occurring within our faculty and staff with retirements likely in the near term

The College of Nursing at Florida State University

Vision

The College of Nursing at Florida State University will be a preeminent nursing education and research leader that inspires intellectual discovery, embraces diversity and shapes students, faculty and alumni to become leaders and trusted professionals.

Mission

Florida State University, College of Nursing educates clinicians, leaders, scholars, and advanced practitioners who can enhance the quality of life for people of all cultures, economic levels, and geographic locations. The CON integrates the liberal arts and sciences with the knowledge, skills, and attitudes essential for lifelong learning, personal responsibility, and sustained achievement in the nursing profession and the communities in which our graduates reside.

Values

Transformative Practice: We support thoughtful risk-taking that leads to excellence in nursing practice and research. This is embedded in resiliency, curiosity and commitment to reaching our goals.

Inspired Excellence: We achieve safe and ethical practice success for ourselves and our students by drawing upon the strengths and talents of our colleagues, partners and stakeholders.

Dynamic Inclusiveness: We highly value diversity in all its forms and meanings and are intentional in creating a sense of belonging and deep and high-quality connections.

Responsible Stewardship: We use our resources wisely and ethically for the benefit the people we touch, both near and far.

Engaged Community: We value our university's traditions and history that make our CON a welcoming place for all. When connections are enabled, it enriches us all.

Strategic Direction 1: Embrace and increase the full potential of diversity and inclusion

FSU and our CON are seeking to embrace the full potential of an increasingly diverse population. We are aiming to be leaders whereby diversity in all its forms (e.g., diversity of thought, of gender, of race, of ethnicity, of religion, of programs) is highly valued and actively pursued. In short, our progressive practices need to reflect Florida's demographics and make a difference in our society. We must foster a culture where there is acceptance, appreciation and accolades: these are the hallmarks of academic freedom and of innovative thinking that moves us well beyond the status quo.

Goals	Timeframe	Lead Responsibility
<p>1. Expand and strengthen CON's academic and co-curricular programs, as well as administrative initiatives that increase diversity and inclusiveness:</p> <p>A. Survey the faculty and staff to assess their perception of diversity and inclusion, their comfort level with addressing diversity and inclusion and their need for additional education and training</p> <p>B. Diversity and Inclusion Workshop for faculty and staff</p> <p>C. Review and revise all curricular content to ensure that it is culturally relevant and evidence-based</p> <p>D. Review co-curricular activities for opportunities to incorporate experiential activities to foster diversity and inclusion (i.e. UROP participation, study abroad opportunities, service learning activities, global opportunities, community involvement, clinical experiences in underserved communities, partnering with agencies that serve underrepresented groups, and internships/externships)</p> <p>E. Explore community and university resources rich in diversity to augment student learning</p> <p>F. Establish a <i>CON Diversity and Inclusion Committee</i> to oversee the implementation of diversity and inclusion initiatives in the</p>	<p>Fall 2018</p> <p>Fall 2018</p> <p>Fall 2018/Spring 2019</p> <p>Fall 2018/Spring 2019</p> <p>Fall 2018/Spring 2019</p> <p>Fall 2019</p>	<p>Diversity & inclusion Com</p> <p>Dean</p> <p>Undergrad/Grad Curriculum Com</p> <p>Assist Deans</p> <p>Diversity & Inclusion Com</p> <p>Dean</p>

Goals	Timeframe	Lead Responsibility
CON G. Strengthen our collaborative relationships with the faculty, staff, and students in the FAMU CON	Fall 2018-Spring 2019	Diversity & Inclusion Com
2. Increase diversity of CON students, faculty and staff: A. Target underrepresented students through marketing and recruitment activities B. Expand program access for diverse students by providing numerous pathways to enrollment (i.e. links to schools and community organizations that serve underrepresented populations in higher education) C. Embed mechanisms and resources for mentoring, social support, tutoring, and financial assistance to ensure student success D. Support and strengthen initiatives for the recruitment, retention, and development of a diverse faculty and staff E. Support student affairs initiatives and employee professional development programs that help ensure a welcoming atmosphere for members of historically marginalized and underrepresented populations	Fall 2018 Fall 2018-Spring 2019 Fall 2018- Spring 2019 Fall 2018-Spring 2019 Fall 2018	Dir Public Relations Admissions Com Assist Deans Dean Dean Assoc Dean Academic
3. Establish an innovative PhD program in health disparities research: A. Approval of the PhD in Nursing Proposal to Implement B. Develop and approve the PhD courses C. Develop the admission and progression policies and procedures D. Recruit and enroll first cohort of PhD students	Spring 2020 Fall 2020 Fall 2020 Spring 2021	PhD Task Force Faculty PhD Task Force Grad Admissions Com

Strategic Direction 2: Build, promote and sustain the CON's distinguished reputation for academic excellence

Building upon the CON's earned reputation, we intend to strategically invest efforts that permanently place us in preeminent status. This means we must be the leaders in innovative education and outreach programs while strengthening our public image regarding access, affordability and quality. Our success will be realized through leadership in inter-professional research and practice, effective community and stakeholder engagement, new and increased revenue streams, and pride among faculty, staff and students. This will positively influence student and faculty recruitment.

Goals	Timeframe	Lead Responsibility
<p>1. Through a careful branding process, develop a unique CON identity that strengths understanding of our contributions and achievements:</p> <ul style="list-style-type: none"> A. Feature faculty accomplishments in the CON annual report and highlight activities that positively impact the community B. Consult a public relations firm for CON branding recommendations that align with University's brand C. Increase branding opportunities through CON website, newsletter, and social media D. Promote the CON's image, achievements and programs to the community by way of career fairs, high schools, hospitals, and other events 	<p>Ongoing</p> <p>January 2019</p> <p>Summer 2019</p> <p>Ongoing</p>	<p>Dir Public Relations</p> <p>Dean</p> <p>Dir IT Dir Public Relations</p> <p>Dir Public Relations Assoc Dean Academic</p>
<p>2. Significantly increase the CON's presence and service, internally and externally and both locally and nationally:</p> <ul style="list-style-type: none"> A. Increase internal awareness through faculty research presentations to the BSN and DNP cohorts B. Consider an online CE credit program to educate nurses and other healthcare providers throughout the 	<p>Ongoing</p> <p>Spring 2019</p>	<p>Assoc Dean Research</p> <p>Assoc Dean Academic</p>

Goals	Timeframe	Lead Responsibility
<p>country</p> <p>C. Participate in nurse/faculty recognition opportunities in the community (for example, CRMC's "Nurse of Excellence" awards), state, nation, and internationally</p> <p>D. Continue participation in flu clinics, Special Olympics physicals, and other areas already engaged (Nicaragua), and search out new community engagement opportunities</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Dean</p> <p>Assist Deans Assoc Dean Academic</p>
<p>3. Increase to 30%, the percentage of faculty who are Fellows in a national or internationally recognized professional nursing organization:</p> <p>A. Provide faculty with application guidelines to national or international professional nursing organizations in an accessible location.</p> <p>B. Identify qualified faculty to mentor junior faculty in the process of becoming recognized in national and international professional nursing organizations.</p> <p>C. Encourage faculty to attend development workshops and conferences supported by national and international nursing organizations.</p>	<p>Summer 2018</p> <p>Fall 2018</p> <p>Fall 2018</p>	<p>Dean</p> <p>Dean</p> <p>Dean</p>
<p>4. Use the full benefit of social media to promote CON's progress, achievements and ambitions:</p> <p>A. Update Facebook weekly and social media monthly</p> <p>B. Increase Twitter activity every other day, add header photo to Twitter page and change header pictures monthly</p> <p>C. Increase Instagram activity to post pics weekly</p> <p>D. Implement a system for soliciting</p>	<p>Fall 2018</p> <p>Fall 2018</p> <p>Fall 2018</p> <p>Fall 2018</p>	<p>Faculty/staff Facebook Rep</p> <p>Faculty/staff Twitter Rep</p> <p>Faculty/staff Instagram Rep</p> <p>Dir Public Relations</p>

Goals	Timeframe	Lead Responsibility
<p>posts, pics and tweets from faculty, staff, and students to add to Facebook, Twitter and Instagram. Include alumni & target former class officers to assist</p> <p>E. Find ways to make social media more interactive</p>	<p>Fall 2018</p>	<p>Assigned Reps</p>
<p>5. Develop an internal reward and recognition system (including policy and measures) for those who demonstrate entrepreneurial spirit and innovative achievements:</p> <p>A. Prepare and support faculty, staff, and undergraduate/graduate level students to develop entrepreneurial skills and expertise in both innovation and translation to command excellence in academic teaching, program and research.</p> <p>B. Create an annual award for faculty or CON alumni who demonstrate entrepreneurship or innovation in the field of nursing</p> <p>C. Increase awareness of entrepreneurship and innovation opportunities</p>	<p>2018-2021</p> <p>Fall 2018</p> <p>Fall 2018</p>	<p>Entrepreneur in Residence (EIR) Assist Deans Assoc Dean Academic</p> <p>EIR</p> <p>EIR</p>

Strategic Direction 3: Command excellence in academic teaching, programs and research

When a mindset of excellence prevails, untapped opportunities arise that propel even higher levels of excellence. Moreover, it attracts funding and increases the capacity for academic programs and cutting-edge research. It also creates the conditions for effective influence on health systems and nursing policy and for a richer array of employment opportunities for graduates.

This strategic direction directly supports the FSU strategic goals to deepen our distinctive commitment to continuous innovation across all programs and incentivizes internal capacity for innovation and continued commitment to excellence. We aim to identify innovation and entrepreneurial priorities through inter-professional collaboration, enrichment of faculty, and empowerment of graduates. We aim to expand the visibility of nurses from the bedside to the boardroom.

Goals	Timeframe	Lead Responsibility
<p>1. Increase the number of full time faculty with terminal degrees to 100%:</p> <p>A. Support faculty professional development with dedicated time allocated on Assignment of responsibilities (AOR).</p>	2018-2021	Dean Assoc Dean Academic
<p>2. Prepare and support faculty, staff, and undergraduate/graduate level students to develop entrepreneurial skills and expertise in both innovation and translation:</p> <p>A. Within five years of graduation, 10% of students will transition to leadership roles/membership on boards and committees at the local, state and national levels.</p> <p>B. With support, 30% of faculty will participate on professional boards and committees on the local, state and national levels to provide role models to students and policy impact for nursing.</p> <p>C. Systematically evaluate faculty</p>	<p>Spring 2021</p> <p>Spring 2021</p> <p>Fall 2018</p>	<p>EIR Assist Deans</p> <p>Dean Assoc Dean Academic</p> <p>Dean</p>

Goals	Timeframe	Lead Responsibility
<p>resources to ensure they are supportive in accomplishing the mission, goals, and expected program outcomes. Such activities may include, but not limited to, evaluate the formulas used for calculating FTE and workload; and student ratio for teaching, advising, etc.</p> <p>D. All faculty will participate in training on the core principles of entrepreneurship.</p> <p>E. Integrate entrepreneurship core principles in all courses and course objectives.</p> <p>F. Provide student clinical experiences on professional boards and committees through the allocation of dedicated clinical hours within specific courses.</p> <p>G. Develop annual student, faculty and staff awards to recognize/reward innovation and translation.</p> <p>H. Consider the development of an Entrepreneurship Certification to replace Nursing Leadership MSN.</p>	<p>Spring 2019</p> <p>Spring 2019</p> <p>Fall 2019</p> <p>Spring 2019</p> <p>Spring 2019</p>	<p>Assoc Dean Academic</p> <p>EIR Dean</p> <p>EIR Curriculum Com</p> <p>Assist Deans</p> <p>EIR Dean</p> <p>EIR Assoc Dean Academic</p>
<p>3. For all students, faculty, and staff, promote the visibility of Nursing through inter-professional practice and educational partnerships:</p> <p>A. Educate all faculty & staff on Interprofessional academic and practice partnerships.</p> <p>B. Collaborate with the College of Medicine for continued practice innovation (i.e., OSCI).</p> <p>C. Collaborate with the College of Medicine to expand nursing graduate classroom capacity and logistics to include Daytona Beach, Ft. Pierce and Orlando campuses.</p>	<p>Spring 2019</p> <p>Spring 2019</p> <p>Commence now; add one location each year</p>	<p>Assoc Dean Academic</p> <p>Assist Dean Grad</p> <p>Assoc Dean Academic Assist Dean Grad</p>

Goals	Timeframe	Lead Responsibility
<p>4. Increase NIH and other extramural funding of research to sustain the college's advancement in research productivity, increase capacity for transdisciplinary research, and build academic-community partnerships to address health disparities at local, state, national and global levels:</p> <ul style="list-style-type: none"> A. Increase by 10% the generation of faculty salary support via external program grants (HRSA) B. Increase by 10% the number of transdisciplinary collaborations between CON faculty and the rest of the university and beyond that lead to funded research in translational and implementation science C. Establish strategic academic-community partnerships with at least two external organizations (e.g., corporations, foundations, non-profits, health centers) at the local, national and global levels to promote opportunities for bidirectional capacity building, bridge the gap between research evidence, clinical practice and patient outcomes, and reduce health disparities in underserved and under resourced areas. D. Align recruitment of new faculty to include underrepresented junior minority faculty and senior diverse research scientists engaged in health disparities research which builds upon existing programs of research within the college. 	<p>Spring 2020</p> <p>Fall 2019</p> <p>Spring 2020</p> <p>Spring 2020</p>	<p>Dean Assoc Dean Academic</p> <p>Dean Assoc Dean Research</p> <p>Dean Assoc Dean Academic</p> <p>Dean Assoc Dean Research</p>
<p>5. Develop an up-to-date adaptable information infrastructure to support teaching, learning and research:</p> <ul style="list-style-type: none"> A. Expand by 10% the technological resources for teaching and research (e.g., computers, teleconference, 	<p>Spring 2021</p>	<p>Dean Dir IT</p>

Goals	Timeframe	Lead Responsibility
<p>WebEx) by 10%.</p> <p>B. Provide faculty training for big data, biomedical/nursing informatics, and other cutting edge approaches for data analysis and research.</p> <p>C. Collect national comprehensive data for faculty and students via a central repository in order to determine patterns and trends of nursing education and practice, and to evaluate benchmarks for UG and G nursing education.</p> <p>D. Update faculty brief (e.g., honors, awards, presentations, grants, and service) using web based platform (i.e., Google Docs) on by the first day of each month.</p>	<p>Spring 2020</p> <p>Spring 2022</p> <p>Spring 2019</p>	<p>Dean Assoc Dean Research</p> <p>Assoc Dean Academic</p> <p>Dir IT</p>