Strategic Plan

Objective 1:
Students should have the opportunity to obtain a nursing degree from WSU that is competitively priced, supported by scholarships and tutoring services, allows direct admission from high school to maximize tuition dollars, and offers creative accommodations for multiple learning styles. Online learning is available at multiple levels such as certificate programs, graduate courses, and the new WSU Doctor of Nursing Practice program being all online.

Strategy 1: Implement high-impact practices for recruitment
1. Increase/stabilize enrollment
   a. Greater than 50 direct admissions from high school/year.
   b. Technology showcase during nursing lab tours.
   c. Increase options for UG programs.
   d. Start nursing doctoral program.
   e. Increase opportunities high school exposure to nursing.
   f. Student awareness of scholarship opportunities.
   g. Participate in University and college led open houses.
2. NCLEX pass rates of at least 90% for all pre- licensure programs
   h. Overall yearly NCLEX pass rates 90% average for all pre-licensure programs.
   i. Graded HESI tests in all applicable pre-licensure courses.
3. Increase enrollment in the master's program and Prelicensure BSN programs; enroll students in new DNP program.
   j. Increase enrollment #'s in overall programs, e.g. UG, Grad, Doctoral.
4. Improve retention in high DFW courses
   k. Assess high DFW courses per semester.
   l. Develop and implement action plans for courses with high DFW rate.

Strategy 2: Implement high-impact practices for retention

1. Promote and reduce barriers to degree completion
    a. Increase connection/participation with Pre-Nursing/Intended Nursing (PNIN) students earlier.
    b. Optimize course sequencing.
    c. More options for UG programming.
    d. Collaboration with beginning nursing student course faculty.
    e. Review and revise as needed pre-nursing course curriculum and nursing admission process.
2. Expand pathways for academic achievement
    a. Optimize work/student programs.
    b. Facilitate optimal scholarship opportunity.
    c. Purposeful engagement and community building.
3. Analyze and improve educational and administrative processes
    a. Provide awareness of student support services such as student advisors.
    b. Utilize a centralize POC for students seeking help/support.
4. Provide increased student support services
    a. Hire BSN director.
    b. Rehire NCLEX Student Success Facilitator/yearly.
    c. Use of evidence-based technological support such as anatomage, high-fidelity simulation, textbook supplied systems, etc.
5. Incorporate university-wide student retention initiatives
    a. Faculty, staff & student awareness of university student retention initiatives.
    b. Use of university student retention initiatives in strategic plan implementation.

Strategy 3: Facilitate relationship and community between groups, e.g. faculty & students, students & students, etc.

1. Improve overall student experience
    a. Opportunity for student-led initiatives.
    b. Space for students in new building.
    c. Opportunities for student & faculty to interact.
    d. Students utilizing help &/or support services.
2. Increase involvement of student organizations and student presence on college committees
    a. Student led organizations.

Strategy 4: Provide recognition for student success

1. Students have opportunity to be recognized, participate &/or financially supported
    a. Availability of nursing specific awards/scholarships.
    b. Connection with Nursing Honor Society & students inducted yearly.

Strategy 5: Increase the number of student presentations, publications, grants and/or creative endeavors applicable to the discipline

1. Students provided grant opportunities
    a. Apply and obtain student led grant initiatives.
    b. Faculty available/willing to work with student grant initiatives.

2. Students provided opportunity to showcase scholarly work
    a. At least one event identified and support for students to showcase activities.
    b. Funding for student scholarly work provided.

Objective 2:
All faculty will contribute to the discipline with publications, presentations, entrepreneurship, clinical practice, service and/or creative endeavors. Faculty will have the opportunity to develop and grow scholarly works and/or build and grow programs of research with scholarly outcomes.

Strategy 1: Provide faculty incentives/support for research, scholarship, service and strategic partnerships
1. Increase faculty scholarly support through professional development funds, graduate research assistants, etc.
    a. Renewed CBA with allotted professional development faculty funds.
    b. Identify supplemental faculty funds to have scholarly efforts fully supported.
    c. Increase graduate research assistant use with substantial funded grants.
2. Collaboration with a clinical partner that results in faculty support
    a. At least one faculty engaged in regular, reoccurring collaboration with clinical partners with the end goal of scholarly support.
    b. Faculty collaboration with clinical partners for research purposes.
3. Increase faculty obtained grant support
    a. Submit at least 1 grant yearly.
    b. Submit at least 1 grants annually for external funding of at least $20,000, with preference for the inclusion of indirects.
4. Increase awareness of faculty scholarly work
    a. Publications/presentations from faculty will increase to 5 per year for DoN.

Strategy 2: Invigorate nursing knowledge transfer, instrumentalization, commercialization and creative endeavors.
1. Faculty pursue creative and pedological opportunities
    a. Faculty participate in development training.
    b. Faculty involved in innovation.
2. Development activities are strategic (pedagogy, interprofessional collaboration, etc.)
    a. Evidence of a transformational educational product which includes innovation in instruction.
    b. Strategic plan completed through shared governance and mutually agreed up.

Strategy 3: Foster a spirit of inquiry
1. Expose faculty to opportunities to pursue inquiry
    a. At least one new creative endeavor pursued by faculty yearly.
    b. Opportunities are regularly communicated.
2. Improved relations/interactions with clinical partners
    a. 'Get-to-know' meetings with clinical partner leadership.
    b. Identify mutually beneficial partnerships with clinical partners.

       c. At least one nursing faculty working at least one day/week with main clinical partners.

Strategy 4: Staff are provided opportunity for professional growth & development.

1. Staff identify opportunities for professional growth & development
   a. Identified resources for potential expenditure needed to pursue.
   b. Staff identify growth & development goals yearly.
   c. At least one staff member achieves yearly growth & development goal.

Objective 3:
Expand our community partnerships and increase engagement to more effectively meet the needs of the community as a whole, the employers, and the patient populations.

Strategy 1: Optimize opportunities for community engagement and associated scholarship

1. Increase participation in nursing professional organizations
   a. At least 50% nurses involved in a professional nursing organization.
   b. Nurses serving in leadership roles for a professional nursing organization.
2. Identify financial resources to increase professional nurse organization participation
   a. Completed inventory of professional nurse organization participation.
   b. Increased number of faculty participating in professional nurse organizations.
3. Collaborate with clinical partners to meet mutual needs
   a. Discussions and formulation of mutually identified goals with clinical partners.
   b. Build teams to address mutual goals.
4. Partner with University internal organizations to promote student, faculty and staff development and optimization
   a. Utilization of internal student resources.
   b. Utilization of internal faculty resources.
   c. Utilization of internal staff resources.
5. Respond to community needs with targeted change
   a. Complete yearly survey of targeted clinical partners.
   b. Three new opportunities for community engagement.

Strategy 2: Increase interprofessional collaborations.

1. Increase opportunities for interprofessional collaboration
   a. Form at least one interprofessional research team annually.
   b. At least one opportunity for student involvement with interprofessional objectives.

Strategy 3: Expose opportunities for nursing careers more broadly, e.g. high schools, career fairs, etc.

1. Increased events to expose health care careers targeted at pre-college age students
   a. Focused events provided for high school age young adults.
   b. New student tours of nursing lab.
2. Showcase nursing career opportunities
   a. Increasing awareness of nurse-related technologies.

Objective 4:
We will produce the most sought after graduates in the region who have the ability to critically think, embrace civic responsibility, are culturally competent, and thrive in the context of a rapidly changing world. We strive to expand the impact of the DoN and improve sustainability by leveraging and further developing our faculty and staff. We strive to meet community, military, industry, consumer, patient, and university needs for nursing.

Strategy 1: Create an inclusive environment in the Department of Nursing that is nurturing, supportive and welcoming
1. Faculty, staff and students communicate effectively and efficiently
   a. Maximize options to participate such as virtual and in-person collaborations.
   b. Identification & implementation of evidence-based communication strategies.
2. Transparent leadership and growth of collegial relationships
   a. Approved bylaws.
   b. Renew and/or revise through shared governance DoN mission, vision, values, philosophy and strategic plan.

Strategy 2: Enhance diversity in the applicant and admission pool
1. Fair and equitable BSN admission criteria
   a. data and evidence based-driven revisions to BSN admission.
2. Attract new faculty and staff with diversity
   a. High degree of diversity in staff, students, and faculty driven by the Diversity Plan.
   b. Leadership roles in university community engagement activities and diversity initiatives; Evidence of community engagement.

Strategy 3: Ensure nursing programs are rigorous, equitable, current and aligned with national standards
1. BSN curriculum will be aligned with new competency-based BSN Essentials and best evidence pedagogy principles incorporated
   a. BSN curriculum changes revised to align with revised BSN Essentials.
   b. Elsevier adapted quizzing incorporated in all major nursing courses.
2. All Master's level course will be aligned to national standards
   a. Align each specialty program with specialty specifications.
   b. Align all entry-level master's courses.
   c. Ensure stair-stepping from UG, graduate and doctoral level program outcomes.
3. Optimal student evaluation criteria used across courses and programs and collected easily
   a. Review and update as needed undergraduate and graduate level clinical evaluation tools.
   b. Consider and implement best clinical evaluation tool documentation collection.

Strategy 4: Recruit and retain a nationally recognized diverse faculty and staff
1. Improve WSU DoN presence at regional & national conferences

   a. Explore funding and practical options for DoN presence at nursing related conferences.
   b. Increase presence at nursing conferences via attendance, booth, etc. to effectively recruit diverse faculty and staff.
2. Retain faculty through maintaining an equitable and inclusive environment
   a. Increase number of diverse faculty members.
   b. Reduce faculty turnover.
3. Incorporate university-wide student retention initiatives
   a. Increase involvement of students in student success activities.

Objective 5:
Expand the impact and improve sustainability of the DoN by leveraging, creating innovative revenue streams. We strive to meet community, military, industry, consumer, patient, and university needs for nursing.

Strategy 1: Increase amount available for student scholarships
1. Ensure current scholarship opportunities are utilized fully
   a. Application and award to all undergraduate and graduate nursing scholarships yearly.
   b. Scholarship application cycles are well-publicized with optimal student awareness.
   c. A faculty scholarship review team is assembled each year to review applications and make recommendations.
2. Increase donor scholarships
   a. Increased number of scholarships or increased amounts of current scholarships.
Strategy 2: Explore options to increase international enrollment
1. Increase graduate nursing program opportunities
   a. Identify pros and cons of international enrollment in graduate programs.
   b. Increase number of international students if reasonable and feasible.
Strategy 3: Diversify and strengthen revenues to support student financial assistance and services
1. Increase DoN engagement with alumni
   a. Restart nursing alumni group.
   b. Create and/or continue to support opportunities for alumni to engage with DoN.
2. Increase alternate funding sources for student initiatives
   a. Receipt of funding for student initiatives.
Strategy 4: Engender a culture of data-informed decision making and develop the infrastructure to support it
1. Operate a fiscally responsible DoN
   a. Sustain and grow programs within budget allotted.
   b. Close non-sustaining, not-invest-worthy programs if applicable.
2. Assess efficiency of offered programs

      a.   Complete program assessment.
      b.   Close inefficient/low viability programs.
      c.   Develop strategies to invest in potential growth programs.

3. Improve application of data-driven decisions and infrastructure
      a.   Use WSU technology systems to inform decisions.
      b.   Increased awareness of data-driven infrastructure and available data.

Strategy 5: Ensure optimal utilization of faculty and staff

1. Assess student enrollment to faculty ratio actual vs recommended
      a.   Maintain and/or improve targeted student enrollment numbers for each class offering.