Florida Agricultural and Mechanical University
School of Nursing
Strategic Plan
2010- 2020

2020 Vision
With Courage
Approved by the FAMU School of Nursing Faculty

September 19, 2010
Mission: The mission of the School of Nursing is to (1) to educate individuals to function as generalists at the undergraduate level and as specialists at the master’s level in professional nursing, (2) to provide a supportive environment to foster research by faculty and students, and (3) to be responsive to the service needs of the community.

Vision

The School of Nursing will be a vibrant and alive community of scholars, leaders, practitioners with state and national prominence. The School of Nursing is committed to the creation of environments that are conducive to learning, scholarly inquiry, the development of innovative services to the global community and continuous quality improvement. The School of Nursing will be an exemplar of excellence among academic school/colleges of nursing.


The School of Nursing strategic plan supports the University’s strategic initiatives. The five initiatives are:

1. Create a 21st century learning collegiate community in the School of Nursing.
2. Enable excellence in the School of Nursing processes and procedures.
3. Develop, enhance, and retain appropriate fiscal, human, technological, research and physical resources to achieve the School’s mission.
4. Enable excellence in School’s partnerships, relationships and development.
5. Enhance and sustain an academic and social environment that promotes internationalism, diversity, and inclusiveness.

Strategic Initiative 1: Create a 21st century learning collegiate community in the School of Nursing

Goal 1.1: Enhance Access to the University

Strategy 1.1.1: Enhance and implement effective and targeted recruitment strategies.

Performance Measure(s):

1.1.1.1 Increase RN-BSN enrollment to 5 annually by 2020.
1.1.1.2 Increase graduate students to at least 24 by 2012 and 48 by 2020.

Strategy 1.1.2: Develop and Implement Comprehensive Distance Learning Programs.

Performance Measure(s):

1.1.2.1 Enroll 75% of Masters students in distance learning by 2015.
1.1.2.2 Employ part-time Instructional Designer/Technologist by Spring 2011 to assist faculty in the development, implementation, and continuous evaluation of distance learning courses.
1.1.2.3 Acquire at least five student support software systems/applications by Spring 2011.
1.1.2.4 Create at least five SMART classrooms for onsite courses - by Fall 2011.

Goal 1.2: Continuous enhancement and assessment of the student experience

Strategy 1.2.2: Increase participation in 1st & 2nd Year Experience and academic progression activities and workshops.
Performance Measure(s):
1.2.2.1 At least 90% of pre-nursing students will participate in the first and second year experience.
1.2.2.2 At least 80% of pre-nursing participants will indicate on assessment instruments that the experiences in the First and Second year Experience have strengthened their ability to perform and progress academically.

Strategy 1.2.3 Enhance critical thinking skills of undergraduate nursing students.
Performance Measure(s):
1.2.3.1 Undergraduate students will demonstrate improvements (entrance to exit) in critical thinking skills as indicated in Academic Learning Compacts.

Goal 1.3: Improve academic progression, performance, and graduation rates
Strategy 1.3.1: Continuous Assessment and Improvement of Student Retention, Academic Progression, and Graduate Rates.
Performance Measure(s):
1.3.1.1 Increase the student retention and graduation rates by at least five (5) percentage points in each five-year interval to School of Nursing established benchmark which is 75% for undergraduate.

Goal 1.4: Assess and enhance current degree programs
Strategy 1.4.1: Enhance current academic degree programs.
Performance Measure(s):
1.4.1.1 Attain and maintain specialized accreditation.
1.4.1.2 Maintain compliance with BON, NLNAC and SACS-COC standards
1.4.1.3 Submit substantive change reports for distance education by Spring 2011.
1.4.1.4 Annually, graduates will pass the NCLEX-RN Examination on their first writing at or above National mean.
1.4.1.5 85% of the master's graduates will pass a national certifying examination on their first writing.

Goal 1.5: Develop and implement new degree programs based on University priorities.
Strategy 1.5.1: Develop new Masters Programs and DNP program.
Performance Measure(s):
1.5.1.1 Develop RN-MSN program by Fall 2012.
1.5.1.2 Explore dual degree programs (ie., MBA-DNP; MHP-DNP; CIS-DNP) by Fall 2011.
1.5.1.3 Implement DNP program by Fall 2013.

Strategic Initiative 2: Enable Excellence in the School of Nursing Processes and Procedures

Goal 2.3: Enhance and Improve Accountability and Communication for Processes.
Strategy: 2.3.1: Participate in University accountability processes (required by Board of Governors: BOG).
Performance Measure(s):
2.3.1.1 Annually meet or make progress on all state accountability measures  such as required in the BOG Annual Report.
Strategy 2.3.2: Enhanced and improve communication and information systems.

**Performance Measure(s):**
- 2.3.2.1 Employ a part-time Director of Information/Instructional Technology for the School of Nursing by Spring 2011.
- 2.3.2.2 Employ one additional full-time Computer Support Technicians for the School of Nursing Computer Center by Fall 2011.
- 2.3.2.3 Annually, review faculty, staff and student computer lab needs.

Strategy 2.3.3 Improve Customer Relations in Serving Students.

**Performance Measure(s):**
- 2.3.3.1 Add customer service items to School of Nursing student survey by Fall 2010.
- 2.3.3.2 Annually attain a student satisfaction rating of at least 85%.
- 2.3.3.3 Utilize survey findings to improve customer service rating.

Strategic Initiative 3: Develop, enhance, and retain appropriate fiscal, human, technological, research and physical resources to achieve the School’s mission.

Goal 3.1: To provide stewardship, accountability and optimization of state appropriated resources.

Strategy 3.1.1: Develop a comprehensive budget planning process.

**Performance Measure(s):**
- 3.1.1.1 Annually link School of Nursing strategic planning, assessment and evaluation findings and budget planning processes.

Goal 3.2: Retain and recruit excellent and diverse faculty and staff.

Strategy 3.2.1: Strengthen salaries and support for faculty and staff to nationally competitive levels.

**Performance Measure(s):**
- 3.2.1.1 Annually compare FAMU Nursing salaries to AACN salaries according to rank, degree, region, etc.
- 3.2.1.2 Develop and initiate strategies so that faculty/staff salaries are competitive in relation to national averages by 2015.

Strategy 3.2.2: Provide professional development opportunities for faculty and staff.

**Performance Measure(s):**
- 3.2.2.1 Offer at least one faculty development workshop annually.
- 3.2.2.2 100% staff will participate in a University workshop annually.

Strategy 3.2.3: Attract, support, and retain eminent scholars, distinguished professors and others of national and international prominence.

**Performance Measure(s):**
- 3.2.3.1 Develop and implement innovative methods to attract, support, and retain eminent scholars, distinguished professors, and others of national and international prominence by Fall 2015.
- 3.2.3.2 Invite a prominent faculty scholar to campus bi-annually.
Goal 3.4  Enhance School’s research and visibility and productivity.
Strategy 3.4.1:  Establish a research focus in the School of Nursing.

Performance Measure(s):
3.4.1.1 Conduct two collaborative research studies within the School of Nursing by 2012 and five by 2020.
3.4.1.2 Increase number of interdisciplinary research projects to three by year 2012.
3.4.1.3 Assess faculty research strengths and interests annually.
3.4.1.4 Increase the number of research proposals that support students’ research in areas critical to the School’s mission to four by 2020.
3.4.1.5 Increase the number of research proposals to federal and private agencies that support the areas critical to School’s mission to four by 2020.
3.4.1.6 Expand research collaboration with Case Western Reserve University and other agencies/institutions by 2012.

Strategy 3.4.2:  Provide incentives for faculty to be aggressively engaged in research and other creative activities and to pursue federal, state and private funding.

Performance Measure(s):
3.4.2.1 Annually align faculty teaching loads (AOR's) with research productivity.
3.4.2.2 Share 100% resources which might enhance faculty research productivity with faculty.
3.4.2.3 Allocate resources to upgrade research infrastructure (space; library resources; computing, acquiring modern research equipment; technical support) by 1% of annual budget.
3.4.2.4 Explore possibility of allocating 5% of expense budget to research resources by 2020.

Goal 3.5  Maintain Ware-Rhaney Building and enhance it as a functional, culturally relevant, sustainable, environmentally friendly and aesthetically pleasing building.

Strategy 3.5.1 Determine Ware-Rhaney inclusion in the University’s systematic plan for growth of the campus’ geographical area.

Performance Measure(s)
3.5.1.1 By May 2011, Dean will discuss with appropriate official(s) maintenance and enhancement plan for Ware-Rhaney Building.

Strategic Initiative 4: Enable Excellence in the School’s Partnerships, Relationships and Development

Goal 4.1 Enhance Fundraising in the School of Nursing

Strategy 4.1.3  Enhance the School’s relations with and the donations from alumni.

Performance Measure(s):
4.1.3.1 Re-activate the School of Nursing Alumni Association by Fall 2011.
4.1.3.2 Increase alumni giving by 25% in year 2020.

Goal 4.3: Enhance the services provided to the local, state, and national communities

Strategy 4.3.1:  Engage in health and wellness activities in Tallahassee and throughout the state of Florida.
Performance Measure(s):
4.3.1.1 Faculty/students will participate in at least two community health fairs, forums, workshops annually.
4.3.1.2 Expand to two participation in AHEC educational programs by Fall 2011.

Strategy 4.3.2: Enhance the SON involvement with Leon County K-12 public schools.

Performance Measure(s):
4.3.2.1 Continue School of Nursing annual involvement with public schools and/or FAMU DRS.

Strategic Initiative 5: Enhance and sustain an academic and social environment that promotes internationalism, diversity, and inclusiveness.

Goal 5.1: Produce diverse and culturally astute graduates for the global workforce.
Strategy 5.1.1: Maintain FAMU’s position as a top producer of African American baccalaureate degree recipients.

Performance Measure(s):
5.1.1.1 Annually be amongst the highest producers of African American baccalaureate nursing graduates in the state.

Strategy 5.1.2: Become a top producer of African Americans with graduate degrees in Nursing disciplines during the next ten (10) years.

Performance Measure(s):
5.1.2.1 Increase the number of African Americans and underrepresented minorities awarded graduate and professional nursing degrees to 24 annually.

Strategy 5.1.3: Promote diversity and inclusion among faculty, staff and students.

Performance Measure(s):
5.1.3.1 Increase the number of faculty and student involved in exchange programs with other universities and organizations by 2020.
5.1.3.2 Continue focus on culture diversity in graduate and undergraduate curriculum.
5.1.3.3 Annually explore opportunities to provide international experiences.

Goal 5.2: Enhance International Initiatives and Programs
Strategy 5.2.1: Enhance the international dimension of academic and research programs in the School of Nursing.

Performance Measure(s):
5.2.2.1 Increase and publicize the number of faculty engaged in prestigious international fellowships, scholarships and research.
5.2.2.2 Increase and publicize the number of students participating international programs.