

**Florida Agricultural and Mechanical
University
School of Nursing**



**Strategic Plan
2017 – 2022**

Submitted By
Henry C. Talley, Dean

Message from the Dean

Florida A&M University is proud of its glorious past and long tradition of excellence in nursing education. Our faculty and staff have a long history of valuing educational access, fostering close student-faculty relationships, and achieving the highest standards of professional excellence. Our location in the state's capital provides us multiple opportunities to involve faculty and students in governmental issues that affect nursing health policy issues.

We salute those whose efforts have positioned us for this moment in time; moving us toward our vision of becoming a local, national, and global leader, providing innovative inter-professional collaboration to advance nursing education, research, and scholarship. Our students are highly invested in using all types of technology in their daily lives. More importantly, they will be faced with multiple, complex technologies throughout their nursing careers, particularly if working in the hospital or high-tech outpatient settings. Today's students are frequently referred to as "digital natives" and they relish the opportunity to work with our faculty in a safe, protected environment.

As dean, I'm passionate about ensuring that our faculty and students remain successful and that our School remains dynamic, strong, and held in the very highest regard. The healthcare system is facing new challenges each day, nurses will play a vital role in reshaping the delivery of health care and maintaining healthcare quality. The contributions we make as educators, clinicians, and researchers are essential to transforming our health care system to better meet the needs of our diverse patient population, globally. FAMU School of Nursing features state of the art classrooms, simulation laboratories, and most importantly, dedicated and skilled faculty and staff. I invite you to join our FAMU community and begin or advance your professional nursing career.

Henry C. Talley V, PhD, MSN, MS, CRNA

Dean and Professor

Florida A&M University

Mission Statement

Florida Agricultural and Mechanical University (FAMU) is an 1890 land-grant institution dedicated to the advancement of knowledge, resolution of complex issues and the empowerment of citizens and communities. The University provides a student-centered environment consistent with its core values. The faculty is committed to educating students at the undergraduate, graduate, doctoral and professional levels, preparing graduates to apply their knowledge, critical thinking skills and creativity in their service to society. FAMU's distinction as a doctoral/research institution will continue to provide mechanisms to address emerging issues through local and global partnerships. Expanding upon the University's land-grant status, it will enhance the lives of constituents through innovative research, engaging cooperative extension, and public service. While the University continues its historic mission of educating African Americans, FAMU embraces persons of all races, ethnic origins and nationalities as life-long members of the university community.

Vision Statement

Florida Agricultural and Mechanical University will be recognized as a premier land-grant, doctoral-research University that produces globally competitive graduates.

Core Values

*Scholarship • Excellence • Openness • Fiscal Responsibility •
Accountability • Collaboration • Diversity • Service • Fairness • Courage •
Integrity • Respect • Collegiality • Freedom • Ethics • Shared Governance*

School of Nursing

SON Mission Statement

The mission of the Florida Agricultural and Mechanical University School of Nursing is congruent with the mission of the Florida Agricultural and Mechanical University:

Our mission is to create a student-centered environment where knowledgeable, innovative, caring nurses can apply high quality, culturally appropriate care to meet the health needs of the residents of the state, the nation, and the global community and to advance the science of nursing through research and practice with a vision encompassing a respectful commitment to our communities and stakeholders.

SON Vision Statement

The vision of the Florida Agricultural and Mechanical University School of Nursing is congruent with the vision of the Florida Agricultural and Mechanical University:

Florida A&M University (FAMU) School of Nursing will be internationally recognized as a premier land grant and research program committed to exemplary teaching, research, and service preparing transformational graduates with high ethical values dedicated to solving complex issues impacting our global society.

SON Philosophy

The philosophy of the Florida Agricultural and Mechanical University School of Nursing is congruent with the philosophy of the Florida Agricultural and Mechanical University:

The faculty of the Florida Agricultural and Mechanical University School of Nursing understands their role in expanding and developing new knowledge for clinical practice and preparing the next generation of nursing leaders. As such, they consider their roles as educators and practitioners important in educating the next generation of nurses to have the skills and knowledge to use research-based care in their daily clinical practice.

SON Core Values

The core values of the Florida Agricultural and Mechanical University School of Nursing is congruent with the philosophy of the Florida Agricultural and Mechanical University:

Scholarship, Excellence, Openness, Fiscal Responsibility, Accountability, Collaboration, Diversity, Service, Fairness, Courage, Integrity, Respect, Collegiality, Freedom, Ethics and Shared Governance.

School of Nursing Strategic Overview

If the School of Nursing is going to do its part to help ameliorate the nursing shortage, qualified applicants must be admitted to our program, our nursing curricula must prepare students to practice in today's health care settings, and our graduates must be prepared to successfully complete the National Council Licensure Examination for Registered Nurses (**NCLEX-RN**). As such, we need quantitative data that can assist the faculty in making evidence-based decisions regarding admission selection, students' achievement of course objectives, and graduates' preparedness for the licensure examination. The School of Nursing is generally progressing well but does have some key issues that require serious attention to enable its programs to move forward. ***While we accept the notion that the standardized test will be valuable in predicting NCLEX-RN success, the faculty and administration must control for predicting licensure failure.*** The following is an **ANALYSIS AND SUMMARY OF STRENGTHS AND AREAS NEEDING DEVELOPMENT** that we have found in the SON:

MISSION AND ADMINISTRATIVE CAPACITY:

The mission of the nursing education unit reflects the governing organization's core values and is congruent with its mission/goals. The governing organization and program have administrative capacity resulting in effective delivery of the nursing program and achievement of identified program outcomes.

STRENGTHS:

- Alignment of SON strategic priorities with FAMU mission and goals
- Efficient and effective SON administrative and governance structure
- There appears to be as strong commitment between the clinical agencies, the community, and the nursing program to support one another.
- Inclusive participation on governance committees by faculty and students across programs.
- Clearly stated indicators for expected faculty outcomes

AREAS NEEDING DEVELOPMENT:

- As a result of turnover in the Deans position, some departmental functions and processes may have lapsed or been overlooked. The new Dean of Nursing (**DON**) will have ample time for orientation, assessment and evaluation to determine program needs.
- Processes do not insure consistent development, monitoring, and evaluation of department functions (i.e., curricular oversight, program evaluation, student program participation), and involvement of critical stakeholders in these processes (i.e., students and other FAMU departments that interface with students and the program). This may be in part due to the DON turnover.
- There is a growing desire and need to expand simulation as a clinical delivery system, but the inadequate space and appropriate administrative support limits opportunities to fully adopt, calibrate use of simulation, and evaluate its effectiveness.

- Faculty need to be more “officially” engaged in the annual planning and budgeting process, with greater understanding of the processes and accountability for data-based decision making.
- Continue to develop or expand partnerships with communities of interest
- Enhance communications with alumni

FACULTY AND STAFF:

Qualified and credentialed faculty are sufficient in number to ensure the achievement of the end-of-program student learning outcomes and program outcomes. Sufficient and qualified staff is available to support the nursing program. Full- and part-time faculty includes those individuals teaching and/or evaluating students in didactic, clinical, and/or laboratory settings.

STRENGTHS:

- Well qualified and credentialed faculty and academic staff in support of the SON mission in a pre-licensure nursing program.
- Large percentages (91%) of full-time faculty have or are pursuing a doctorate.
- Faculty participates in professional development activities.

AREAS NEEDING DEVELOPMENT:

- Focused faculty recruitment efforts with targeted replacement strategies and succession planning
- The department’s work load and administrative support needs to be assessed to maximize efficiency and effectiveness.
- Consideration must be given to work load assignments and include a course/level lead faculty to promote communication, collaboration, and consistency in course offerings.
- There is a need to “formalize” (and document) the orientation of new nursing faculty, both full-time and part-time.

STUDENTS:

Student policies and services support the achievement of the end-of-program student learning outcomes and program outcomes of the baccalaureate program.

STRENGTHS:

- The University is committed to providing resources to promote student success.
- Students are generally satisfied with student services.
- Dedicated faculty.

AREAS NEEDING DEVELOPMENT:

- There is a need to improve student feedback on service and resources more systematically to guide decision making. A Nursing Program Alumni Survey was initiated in December 2017. End-of-course and program surveys are being developed for implementation in Spring 2018.

- The *Undergraduate Student Handbook* should provide more detail about the program plan of study and evaluation, including the standardized testing and clinical evaluation instrument. This will be included in the *Handbook* revision for 2018-2020.
- There should be transparency in the ranking processes for student admission in the program such that students clearly understand the admission process.
- A directed student remediation and retention program needs to be enhanced. This includes assessment of program admission requirements, evaluation of student orientation, establishment of an action plan for standardized testing, and validation of readmission requirements.

CURRICULUM:

The curriculum supports the achievement of the end-of-program student learning outcomes and program outcomes and is consistent with safe practice in contemporary healthcare environments.

STRENGTHS:

- Expanded relationships with high schools and community college programs to increase nurses with BSN preparation in Florida.
- Clear end of program student learning outcomes that are consistent with safe practice.
- There is a strong relationship with agencies to promote clinical learning.

AREAS NEEDING DEVELOPMENT:

- Realignment and distribution of course credit hours.
- Continue to develop and integrate evidence-based strategies throughout the curriculum.
- Integrate concept mapping in clinical courses.
- Annual curriculum review and data driven decision making.
- Continue to build a data driven/evidence-based culture.
- Enhance reflective teaching pedagogy and practice.
- Continue to integrate ATI student learning strategies throughout the curriculum.
- Enhance accessibility of BSN program through distance education modalities or technology.
- Evaluate program practices and delivery to improve student retention.
- Plans to develop a robust student success program in pre-nursing and the professional nursing program.
- Test plan matrix must be developed and include a blueprint reflective of course SLOs and NCLEX test plan.
- Indicators in assessment strategies, including standardized tests that measure SLOs should be identified.
- A systematic way to enhance simulation, look for opportunities to share resources, and demonstrate return on investment should be developed.

RESOURCES:

Fiscal, physical, and learning resources are sustainable and sufficient to ensure the achievement of the end-of-program student learning outcomes and program outcomes of the nursing program.

STRENGTHS:

- Fiscal, physical, technological, and learning resources are commensurate with resources of the organization.
- A University-wide strategic planning and budget development process is in place.
- Faculty are proactively adopting the use of technology in various ways, such as simulation and Electronic Health Record.

AREAS NEEDING DEVELOPMENT:

- Operations and Maintenance funds need to be secured to modernize computer lab and simulation learning facilities.
- Standardized testing for improved student learning and remediation.
- Student satisfaction with resources, particularly related to technology and simulation.
- Improve building aesthetics and facility maintenance.

OUTCOMES:

Program evaluation demonstrates that students have achieved each end-of-program student learning outcome and each program outcome.

STRENGTHS:

- Faculty, staff, and program administrators continue to demonstrate a solid commitment to students' achievement of program outcomes.
- All full-time faculty participate in formal continuing education and practice activities.

AREAS NEEDING DEVELOPMENT:

- NCLEX pass rates must increase above the 80% average within two years.
- Given that turnover in the DON position has contributed to a lapse in some areas of the SPE, data collection and analysis have been inconsistent. Faculty have moved forward to develop and implement processes to formalize this.
- To ensure that the focus remains on the latest evidence in item writing and test development, all full-time faculty will participate in formal item writing and test development workshop.

STATEMENT OF PURPOSE

The purpose of the Florida Agricultural and Mechanical University School of Nursing (SON) is congruent with the purpose of Florida Agricultural and Mechanical University:

Our purpose is to prepare exceptional nurses by creating a dynamic atmosphere where intellectual leaders are prepared to assume advanced roles as esteemed members of the Health Care team in order to improve delivery of health care and scientific knowledge underpinning evidence-based, culturally appropriate nursing practice to the residents of the state, the nation, and the world. Our focus will be on educating quality individual practitioners rather than quantities of students. **One way to do this is to admit students who are academically prepared for the rigors of a nursing curriculum and is likely to improve retention rates.**

Strategic Priority 1 - Exceptional Student Experience

Goal 1.1: Enhance pathways to degree attainment

Strategy 1.1.1: Evaluate the curriculum of each level of nursing programs

Strategy 1.1.2: Promote the globalization of academic programs in nursing at the undergraduate and graduate levels

Goal 1.2: Increase the proportion of students completing high-impact curricular experiences

Strategy 1.2.1: Increase undergraduate involvement in meaningful research, and other experiential learning activities

Strategy 1.2.2: Increase participation in standardized testing earlier in nursing matriculation through upper level

Strategy 1.2.3: Engage students in faculty-designated benchmark scored coursework remediation

Strategy 1.2.4: Engage School of Nursing students in interprofessional study/practice activities

Goal 1.3: Increase the number of students graduating in areas of high employer demand

Strategy 1.3.1: Increase student enrollment at both the undergraduate and graduate levels

Strategy 1.3.2: Improve retention and progress through closer contact between students and advisors/mentors

Key Performance Metrics

- Percentage of bachelor's and graduate degrees awarded within strategic emphasis in nursing practice

- Percentage of students scoring at or higher than national average on NCLEX-RN certification examination
- Number of student co-curricular experiences
- Fall enrollment headcount

Strategic Priority 2 - Excellent and Renowned Faculty

Goal 2.1: Promote faculty excellence by recruiting, supporting and retaining a diverse faculty with a commitment to teaching, research, and community engagement, consistent with a doctoral-research university

Strategy 2.1.1: Promote faculty development through participation in externally funded opportunities

Strategy 2.1.2: Promote faculty participation in seminars, conferences and training courses that aid in professional development

Strategy 2.1.3: Promote interdisciplinary teaching and research

Goal 2.2: Maintain and develop sustainable state-of-the art facilities that support the academic enterprise of the University

Strategy 2.2.1: Invest in facilities and support services that assist faculty to continuously strengthen their teaching and research effectiveness and productivity

Key Performance Metrics

- Number of faculty recognized and rewarded for excellence in teaching, research and service
- Number of faculty development experiences
- Survey faculty satisfaction of new facility improvements
- Number of facility improvement projects initiated

Strategic Priority 3 - High Impact Research, Creative Scholarship and Outreach Services

Goal 3.1: Enhance research and creative scholarship

Strategy 3.1.1: Promote innovative and high impact research and creative scholarship that will lead to increased faculty and student interdisciplinary opportunities

Strategy 3.1.2: Strengthen interdisciplinary research that addresses the expressed needs of stakeholders, industry partners and limited resources

Key Performance Metrics

- Percentage of students, faculty and staff engaged in outreach/service events

- Number of participants in seminars, workshops, trainings and events
- Number of professional presentations by faculty and students at international, national and regional conferences
- Number of peer-reviewed publications by faculty and students
- Number of research projects
- Number of students engaged in research

Strategic Priority 4 - Transformative Alumni, Community and Business Engagement

Goal 4.1: Enhance public-private partnerships to support teaching, research and service

Strategy 4.1.1: Enter into public-private partnerships that align with FAMU's research, teaching and service priorities

Strategy 4.1.2: Increase contact between the School of Nursing, public and private entities serving the academic and healthcare sectors

Goal 4.2: Build and lead strong networks of supporters and partners

Strategy 4.2.1: Foster faculty, staff, and student relationships with a wide range of current and potential supporters to cultivate strategic alliances with government, industry, business, and community leaders in which the School of Nursing and FAMU's value and contributions are showcased

Strategy 4.2.2: Strengthen alumni relationships with the School of Nursing

Goal 4.3: Enhance the University fundraising infrastructure and capacity to generate increased support for the University

Strategy 4.3.1: Increase and simplify opportunities for external donors to give to the School of Nursing

Strategy 4.3.2: Create a FAMU School of Nursing alumni fundraising campaign

Key Performance Metrics

- Student community engagement activities and volunteer hours
- Faculty and staff community engagement and volunteer activities
- Number of public-private partnership agreements signed and operational that support teaching, research, and services
- Annual giving
- Annual alumni giving rate
- Annual number of donors

Strategic Priority 5 - First-Class Business Infrastructure

Goal 5.1: Implement a more effective and meaningful staff performance evaluation process

Strategy 5.1.1: Provide ongoing professional development opportunities for all faculty and staff

Strategy 5.1.2: Implement a more effective and meaningful faculty and staff performance evaluation process

Key Performance Metrics

- Faculty and staff satisfaction rates with professional development opportunities

Strategic Priority 6 - Outstanding Customer Experiences

Goal 6.1: Develop and maintain a university-wide culture of service excellence

Strategy 6.1.1: Assess the customer experience by examining critical points of contact and soliciting feedback from key stakeholders regarding what is working and opportunities for improvement

Key Performance Metrics

- Customer satisfaction ratings