

Frances Payne Bolton School of Nursing

Strategic Plan 2008-2012

May 10, 2008

Strategic Planning Committee Members:

Shirley Moore
John Clochesy
Elizabeth Madigan
Faye Gary
Elizabeth Click
Katherine Jones
Patricia Underwood
Carolyn Harmon
Elaine Hopkins
David Telfer
Susan Frey

Ad hoc: May Wykle

This strategic planning process has involved the collective thinking of several constituent groups associated with and committed to the Frances Payne Bolton School of Nursing, including the faculty, staff, students, alumni, visiting committee, and community leaders. We thank them for their thoughtful and innovative ideas.

Frances Payne Bolton School of Nursing

Mission, Vision and Values

MISSION

The Frances Payne Bolton School of Nursing at Case Western Reserve University provides leadership in innovative research, education, and practice to promote health and reduce the burden of disease. Embedded in interdisciplinary scholarship, we are committed to the pursuit of excellence in service to local and global communities.

VISION

Our vision is to create and nurture a learning community that builds on our tradition of scientific inquiry and commitment to the highest standards of excellence in education, research and practice in the world community, and to expand our rich history of innovation and global contributions.

VALUES STATEMENT

At the Frances Payne Bolton School of Nursing we:

- Commit ourselves to the highest standards of ethical and social justice.
- Value integrity, diversity, and discovery
- Promote analytical and innovative thinking
- Promote leadership and mentorship with consistency of purpose and innovation
- Sustain synergy through collaboration, mutual respect and support
- Promote leadership in research, education and practice
- Advance competent, compassionate health care

Frances Payne Bolton School of Nursing

Draft Goals 2008-2012

Goal 1: Build model innovative nursing education programs

Initiative #1: Strengthen and expand transdisciplinary education programs

- a) **Using a transdisciplinary approach**, incorporate healthcare quality and safety as a thread through all our educational programs 2008 MN; 2010 BSN; 2011MSN, DNP, PhD
- b) Design new models of clinical nurse leadership, management, and informatics education 2011-12

Metrics:

QSEN threads in all curricula implemented at timeline above

One new model for delivery of nursing care designed by 2011

Plan to implement and evaluate the new model for delivery of nursing care developed by 2012

Initiative #2: Develop culturally-relevant curricula

- a) Increase diversity among faculty, staff and students 2010
- b) Enhance bridge programs with local high schools and community colleges 2009
- c) Develop partnerships with schools of nursing in selected countries; establish mechanisms through which knowledge and science can be developed and exchanged 2010

Metrics:

% increase in the diversity of students and staff (10% by 2010)

% increase in the diversity of faculty (5% by 2010)

Goals of Ohio First grant completed according to schedule

Number of student exchange programs increased by 1 per year

Model for international collaboration to support research and scholarship developed by 2010

Pilot test of the model for international collaboration implemented by 2011

Curriculum includes culturally-relevant content and methods by 2010

Initiative #3: Develop innovative education programs and initiatives

- a) Start a “Think Tank” to develop and evaluate innovative educational programs which involves:
 - i) Faculty and thought leaders from across the country
 - ii) An “Innovation in Education” summit 2009
- b) Advance the curriculum
 - i) Expand enrollment in graduate programs 2009
 - ii) Develop graduate entry-level programs by offering the MN degree 2009

- i) Transition to post BSN – DNP degree 2009
 - ii) Build a model program of joint PhD/DNP research and scholarship 2012
 - iii) Enhance education program delivery (ie, distance, cohort, summer) to increase number of nurses and faculty in practice leadership roles 2011
 - iv) Expand leadership, policy and advocacy knowledge and skills across educational programs 2009-10
 - v) Maintain competitive-edge curriculum in BSN program
honors program 2009; quality 2010; genetics 2010
- c) Create incentives for innovation that maximize the entrepreneurial spirit of faculty and staff
2009-10
 - d) Enhance marketing of all educational programs 2008-09

Metrics:

First “Think Tank” conference held in June 2009

MN program approved by 1/09 and implemented by fall 2009

DNP curriculum revised to reflect AACN essentials by 2009

Accreditation of DNP program achieved by 2010

MSN specialty offerings prioritized based on business plan and unique value assessment by 2010

Leadership, policy and advocacy components of MSN core courses strengthened by 2009

2009 EBI reflects increased student satisfaction with leadership/ policy in MSN program

Strategies to maximize the accessibility of graduate programs implemented by 2010

Program delivery infrastructure to increase accessibility enhanced by 2009

BSN honors program implemented by fall 2009

Genetics content in BSN program integrated by 2010

Joint PhD/DNP program developed by 2012

Number and amount of pilot awards for education innovations (annual)

Process for review of education programs revised for efficiency by 2009

Annual enrollment targets met for all education programs

Initiative #4: Develop, implement, and evaluate a systematic faculty development program

- a) Conduct faculty development programs based on a needs analysis
- b) Offer faculty workshops and consultation related to equity, cultural competence, and culturally-responsive teaching
- c) Further develop leadership and mentorship programs for faculty
- d) Strengthen the use of collaborative models of faculty work

Metrics:

Faculty needs assessment completed by 2009

Number of workshops held addressing faculty development based on needs assessment

Participation rate of faculty in faculty development workshops

Number of workshops addressing cultural competency in teaching/learning

Number of workshops addressing leadership and mentorship skills of faculty

Number of new collaborations among faculty

Goal 2: Build productive programs of research and scholarship in key focus areas

Initiative #1: Expand programs of research and scholarship in currently established areas of focus

- a) Expand maternal-child and gerontology research and scholarship programs to have a greater *life course* focus 2010
- b) Continue building the oncology nursing program of research and scholarship 2009
- c) Strengthen the biobehavioral emphasis of the research in the School of Nursing 2009
- d) Extend research and scholarship on nursing care delivery systems across a range of care settings, including critical care, home care, long-term care and transitional care environments 2010

Metrics:

Number of faculty doing research and scholarship in focus areas

Number and % effort funded of faculty in focus areas

Scholarship and Productivity Measures (see list at end of this document)*

Number of collaborations in focus areas

Number of faculty in leadership positions in professional organizations associated with focus areas

Number and amount of pilot monies awarded in focus areas

Number of consultations conducted by faculty in focus areas

Number of students and postdoctoral trainees conducting research in focus areas

Number of new faculty hired in focus areas

Initiative #2: Develop strategic research and scholarship growth in *new* areas of focus

- a) Invest in emerging areas of research and scholarship: informatics, translational science, population health, health services, and genetics 2011
- b) Selectively hire new faculty with strengths in new focus areas 2010
- c) Initiate research and scholarship addressing nursing education 2009
- d) Integrate healthcare safety and quality in selected areas in which we advance nursing science and practice 2009

Metrics:

As listed above in previous initiative

Initiative #3: Build synergies in research and scholarship among the current Centers of Excellence (Hirsh Center, SMART Center, University Center on Aging and Health, and WHO Collaborating Center)

- a) Link international programs to other Centers of excellence 2011
- b) Establish leadership in self-management research, education and practice 2010
- c) Conduct research and disseminate knowledge in self-management among older persons 2009
- d) Disseminate best practices in self-management through the Hirsh Center

Metrics:

Number of collaborative programs among the Centers of Excellence
Collaborative Research and Productivity (see list below)*

Initiative #4: Expand collaborative partnerships for research

- a) Develop models of academic/practice setting research collaboration 2011
- b) Link efforts with other university departments/centers to advance science in health 2009
- c) Build a model program of joint PhD/DNP research and scholarship 2010
- d) Assist with building the Case Clinical Translation Science Collaborative (CTSC) 2009
- e) Seek out collaboration opportunities with other national and international nursing and health science schools 2010

Metrics:

Number of formal collaborations
Collaborative Research and Productivity (see list below)*
Number and amount of pilot fund awards to collaborative projects
Joint PhD/DNP program developed by 2012
Number of SON scientists using CTSC services and collaborating on CTSC projects
Number of centers and organizations having partnership activities

Goal 3: Design, Test and Disseminate New Models of Nursing Practice.

Initiative #1: Collaborate with practice and community agencies to build and test new models of nursing practice.

- a) Establish programs focused on health disparities and the social determinants of health in nursing education and research 2009
- b) Build partnership models for student placement for clinical, research training and service learning in Cleveland 2009
- c) Design new models of improving quality and safety in healthcare 2011
- d) Work with local and national health care agencies to test and implement these models

Metrics:

New partnership models for student placement for clinical, research training and service learning in Cleveland developed and tested

New models addressing quality and safety in healthcare developed and tested

New programs focused on health disparities and the social determinants of health developed and tested

Number of agencies collaborating to test new programs focused on health disparities and the social determinants of health

Initiative #2: Establish leadership in the advancement of nursing science and practice through translation and dissemination of best practices

- a) Expand the Hirsh Center to be a center for translation into practice 2010
- b) Use technology to translate findings to lay communities and to professional groups 2011
- c) Increase Hirsh evidence-based practice publications and disseminate locally and nationally to health care institutions 2010
- d) Launch a concentrated effort to obtain greater nursing presence on boards of trustees and leadership committees of local and national companies and agencies 2010
- e) Provide leadership to influence local, state and national health policy 2010

Metrics:

Number of evidence-based practice publications disseminated locally and nationally

Number of students and faculty on boards of trustees and leadership committees of local and national companies and agencies (increase by 10% by 2011)

Number of faculty in leadership roles positioned to influence policy at local, state, national, and global levels

Goal 4: Develop strategic income generation and resource allocation processes to align strategic plans with required infrastructure, financial and human capital.

Initiative #1: Enhance building and technology infrastructure

- a) Expand building capacity for more students, faculty and research
- b) Create state-of-the-art simulation labs
- c) Enhance technology infrastructure for research, practice and education
- d) Develop flexible space for interdisciplinary learning and research

Metrics:

Building Master Plan completed by 2009

Process for completing the building planning and fundraising determined by 2010

Master Plan implemented by 2011

Overall plan for simulation labs refined by 2009

Business plan, including fundraising for expansion of simulation opportunities (includes space and technology resources), developed by 2010

Planning and prioritizing for technology infrastructure to support education and research undertaken by 2009

Initiative #2: Enhance the culture of philanthropy

- a) Develop and foster the culture of philanthropy; focus on increasing endowments and donations
- b) Increase grants and scholarships to all levels of students; clarify student funding options and plans
- c) Expand funding available to new faculty for research
- d) Increase FPB alumni involvement in giving to the Annual Fund, endowments and planned gifts
- e) Develop naming opportunities for Centers of Excellence, and programs

Metrics:

Number of total donors increased by 5% by 2010, 10% by 2012
 Number of total dollars for scholarships increased by 10% by 2012
 Endowed funding for research developed by 2012
 Number of named centers and programs increased by 2012

Initiative #3: Use a collaborative process of planning and evaluation

- a) Coordinate our annual budget with our strategic plan
- b) Expand the SON Visiting Committee to incorporate a broad spectrum of backgrounds and potential resource capabilities
- c) Engage in succession planning
- d) Monitor all activities that are associated with the strategies in the plan and regularly evaluate progress

Metrics:

Semiannual alignment of budget with strategic plan
 Expansion of School of Nursing Visiting Committee includes a broad spectrum of backgrounds and resource capabilities
 Plan for succession of key leadership positions completed by 2010
 Quarterly review of progress on strategic plan

Initiative #4: Develop new sources of income generation

- a) Collaborate with foundations and corporations for financial support for new models of education, practice, and research
- b) Expand faculty knowledge and use of entrepreneurship for new models of education, practice, and research

Metrics:

Plan for cultivation of foundations and corporations developed by 2009

Faculty development on entrepreneurship for new models completed by 2010

Number of entrepreneurial activities increase by 2012

***Research and Scholarship Productivity Metrics**

Number and award amount of grants

Number and award amount of federal grants

Number of citations of faculty

Number of publications by faculty

Number of awards received by faculty

5/08