



Strategic Framework



Values



Mission: Prepare graduates who care, inspire, and lead to advance science, practice, and policy to optimize health for all.

Vision: To be a preeminent College of Nursing that pioneers innovation, leadership, inclusive excellence, and service with local, national, and global impact.

Strategic Goals:

- **People & Environment:** Promote a vibrant, respectful, and caring environment that recruits, retains, and fosters an inclusive and talented community of students and employees while optimizing our infrastructure.
 - **Signature Initiatives:** *Mentorship & Professional Development, Climate, Infrastructure (fiscal, spatial, talent)*
- **Education & Student Success:** Inspire graduates with clinical competence and cultural humility through student-centered learning to lead, transform, and deliver exemplary evidence-based nursing care, conduct research and scholarship, and improve healthcare delivery systems.
 - **Signature Initiatives:** *Competency-Based Curriculum, Technological & Student-Centered Innovations, Leadership*
- **Research & Scholarship:** Lead and boldly transform research and scholarship that encompasses discovery to translation, consistent with USC Nursing’s values.
 - **Signature Initiatives:** *Infrastructure (Lab, Staff), Biobehavioral Variables, Health Equity, Research Centers, External Funding*
- **Practice, Service, & Partnerships:** Cultivate and expand regional, national, and global initiatives with innovative practice, service, and partnerships.
 - **Signature Initiatives:** *Telehealth, Strategic Partnerships, Philanthropy*

Details: [K:\Strategic Plan \(Public\)\2024-2029](#)



I. People & Environment: Promote a vibrant, respectful, and caring environment that recruits, retains, and fosters an inclusive and talented community of students and employees while optimizing our infrastructure.

Objectives for 2024-2025

Mentorship & Professional Development

- Ensure that over 80% of new employees are satisfied with mentoring, as measured by the NFA.
- Develop a tailored plan for mentors and mentees in each unit/department with opportunities for professional development.
- At least 3-4 faculty from each department will apply for selection of fellows to discipline based academies, achieve national awards, or obtain CNE/simulation certification.
- Complete revision and approval for various faculty evaluation protocols (tenure-track faculty, professional-track faculty protocols, and CON annual performance review) during 2024-2025.
- Launch at least four new College of Nursing professional development workshops dedicated to staff. Achieve at least 50% staff participation in the new workshops. Survey participants post-workshop to achieve an 80% or higher satisfaction rate. Staff will have access to apply for external professional development funding (\$10,000 annual allocation).

Climate

- Less than 10% voluntary resignations of full-time employees.
- Form a task force comprising staff representatives across the college to lead the evaluation and restructuring of the college's Staff Council to promote a collaborative and inclusive environment. The group will define the purpose, develop bylaws, and implement the update by the end of the academic year.
- Provide at least two ABC CONversation events for the fall and spring semesters and one event for the summer of 2025. Events may be duplicated to accommodate faculty, staff, and students at the Columbia and Lexington locations.
- Establish an ABC Student Advisory committee to provide guidance and feedback on student needs and enhance access, belonging, and community engagement among CON students, beginning in Fall 2024.
- At least 80% of employees across all three sites will convey a sense of belonging and community (annual engagement survey).

Infrastructure (fiscal, spatial, talent)

- Develop and implement an updated document storage policy that clearly defines the use of the K drive, My CON website, Blackboard Ultra, and Microsoft Teams. Reorganize all college data storage to align with these updated guidelines to improve the accessibility of resources. Draft policy in summer 2024, complete employee training by fall break 2024, and reorganize data storage by December 2024. By the end of the spring 2025 semester, conduct an audit and achieve a compliance rate of 95%.
- By the first day of class in Fall 2024, the Finance and Operations unit will serve both campuses with a physical presence and process standpoint, ensuring classroom and conference room IT support, reserved parking is available on the Columbia campus, room scheduling at LMC is operational, and LMC invoices for the new building are paid within 30 days of receipt.
- Fiscal Management and Data Analysis: Revise the current budget process and develop a program profitability model to focus on resource allocations. Develop a forecasting process integrating the OAA funnel/enrollment data.
- Fully implementation and utilization of Slate, Exxat, Blackboard Ultra by end of AY 2024-25.



II. Education & Student Success: Inspire graduates with clinical competence and cultural humility through student-centered learning to lead, transform, and deliver exemplary evidence-based nursing care, conduct research and scholarship, and improve healthcare delivery systems.

Objectives for 2024-2025

Competency-Based Curriculum

- Pilot competency-based assessments by developing and implementing faculty training programs to ensure that nursing faculty in 1-2 pilot courses are equipped with the skills and resources needed to effectively design, deliver, and assess competency-based education for students.
- OAA will support program directors in using a backward design approach to address gaps in competency-based education noted in comprehensive competency mapping.
- Develop a faculty training program that equips nursing faculty with the skills and resources to design and facilitate interprofessional education experiences for distance-learning students, fostering collaboration across disciplines.
- Offer at least three BSN and MEPN Capstone Interprofessional Education (IPE) experiences (each involving at least three students).

Technological & Student-Centered Innovations

- Provide at least one training session for faculty on artificial intelligence at the college. Have at least one faculty member complete the Teaching with AI course through CTE.
- Offer at least two Virtual Reality or Augmented Reality sessions in the simulation center.
- Improve the retention and eligibility of high-risk students to apply to upper division by offering the PASS program to all students. The program implementation begins in Fall 2024.

Leadership Development

- Enhance the rigor of doctoral programs by engaging students more fully in the academic environment. This will be achieved by providing structured opportunities, including scheduled mentoring meetings and regular interactions with the program director.
- Offer at least 2 experiences per semester for pre-licensure students focused on resiliency and successful transition to early career (e.g., CV development, mindfulness training, interview skills, contract negotiation).
- By Spring 2025, develop and institute an undergraduate Nursing Ambassador program with a blend of lower- and upper-division students who connect with prospective students and receive monthly professional development.
- Contribute to the professional development of graduate students by connecting students with the Graduate Student Resources Hub at the start of Fall 2024 and work with program directors to develop relevant in-house professional development resources for graduate students by Fall 2025.



III. Research & Scholarship: Lead and boldly transform research and scholarship that encompasses discovery to translation, consistent with USC Nursing's values.

Objectives for 2024-2025

Grow and optimize infrastructure to support growing research needs

- Renovation of 1st floor space to house the Biobehavioral Research Suites & 3rd floor (previous skills lab) for research space.
- Hire staff (Lab. Manager) for the Biobehavioral Research Suites.
- Fill the open Office of Research staff position.
- Develop collaborative processes related to research staff hiring, shadow budget monitoring, and procurement

Cultivate and enrich collaborative research and scholarship

- Increase faculty publications and citations by 10%.
- Increase externally funded research to \$10 million to improve NIH ranking (target: top 20s).
- Fill open tenure-track lines, preferably at Associate Professor level or higher.
- Encourage tenure track/tenured faculty not currently funded (external) to submit at least 2 applications per year as PI/Co-PI
- Facilitate student engagement in research (Research & Scholarship Council and Centers)
- OAA will collaborate with BHNS at least twice a year to identify, streamline, and implement administrative processes that enhance student engagement with research opportunities. This includes developing templates/boilerplate language related to the hiring and retention of multi-level students on grant-funded studies.

Develop and expand research centers to impact health equity and patient outcomes

- Increase student presentations at conferences to 5 per center per year.
- Increase student-funded research (e.g., Magellan, F31s, funding from professional organizations) to 2 per center per academic year.
- Faculty from each Center submits a minimum of 2-5 external grant submissions each year the majority to federal agencies.
- A minimum of 20 peer-reviewed published papers from each Center per year.
- A minimum of 10 podium/poster presentations from each Center at national/international scientific meetings.
- Centers will develop and strengthen community and healthcare partnerships to facilitate participant accrual into research programs and expand impact.



IV. Practice, Service, & Partnerships: Cultivate and expand regional, national, and global initiatives with innovative practice, service, and partnerships.

Objectives for 2024-2025

Telehealth

- Implement the Duke Endowment Grant with telehealth in Kershaw school system/PMHNP practice.
- Award \$50k Practice Innovation Grant to faculty in CON in 2025.

Strategic Partnerships

- Continue LMC and Prisma curriculum/practice-based task groups (pre-licensure and DNP).
- Implement new hire, Research and Scholarship Practice Partnerships Liaison, with a focus on LMC and Prisma in year 1.
- Global Nursing Education (GNE)
 - The communication team will revise the GNE webpage and develop marketing strategies designed to enhance student engagement with study abroad offerings by the end of fall 2024.
 - Identify 2-3 new geographic locations for GNE Program offerings by end of the 2024-25 academic year.
 - Implement a new study abroad option to Nuremberg and Munich for Spring Break 2025.

Philanthropy

- Increase philanthropic giving by 10%, including securing naming rights for at least 10 rooms/areas in the new Clinical Education Building.
- Establish an advisory group to pursue the naming of the College of Nursing.