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.
  - *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.
  - *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.
  - *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.
  - *Telehealth, Strategic Partnerships, Philanthropy*

Current Rankings:

US News: #1 Best Graduate Online; #32 Best Masters; #14 Nursing Administration; #31 BSN; NIH #28

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.

Signature Initiatives:
- *Mentorship & Professional Development*
  - Design/implement comprehensive mentorship strategies for faculty for teaching, scholarship/research, practice, service, and career advancement.
  - Design/implement comprehensive mentorship strategies for staff for career success and advancement.
  - Facilitate training opportunities in College for faculty/staff, access to University and discipline resources for professional development such as professional organization and conference participation.
  - Optimize faculty and staff opportunities for national fellowships and awards.

- *Climate*
  - Offer training and development opportunities for faculty and staff to promote collaborative, diverse, and equitable climate with respect for individual contributions.
  - Conduct intermittent surveys or small group feedback to identify areas for concern and improvement and initiate new strategies.
  - Review and update policies to ensure inclusiveness and address potential sources of bias or discrimination.
  - Acknowledge and celebrate achievements, contributions, and cultural events to foster a sense of belonging for all.

- *Infrastructure (fiscal, spatial, talent)*
  - Improve spatial infrastructures to facilitate adequate space for the college mission.
  - Align faculty, staff, students and organizational resources to meet strategic priorities.
  - Utilize new technology to improve enrollment and clinical management processes promoting student success and employee satisfaction.

Objectives for 2023-2024
- All new faculty and staff will have mentors; $\geq$80% satisfied with mentoring.
- Staff will have access to a minimum of one annual professional development opportunity within the college, university, and/or regionally ($10,000 annual allocation).
- Faculty will have access to a minimum of one professional development opportunity each semester within college, university, and/or nationally.
- Recruit and hire 10 new faculty (4 -5 TT; 5-6 Prof Track) for Fall 2024 and any open staff positions; less than 10% voluntary resignations of full time employees.
- Faculty and staff will have access to 2 training/development opportunities each semester that faciliate inclusion, equity, and sense of belonging. Conduct climate Survey in 2025.
- New LMC clinical education building completed in July 2024, with junior/senior BSN, MEPN and associated faculty and staff moved and ready to start for Fall 2024.
- Continue to refine communications/roles with new reorganization with overall faculty/staff satisfaction.
- A minimum of 3 new faculty inducted as fellows in national academies in 2024; at least one external staff award.
- Revise Faculty Bylaws to reflect the college's new organizational structure.
- Phase 1 implementation of Slate to revolutionize prospective and new student communication processes, leveraging automation for enhanced outreach and engagement by measuring applicant to enrolled conversion rates, open/click through rates, and qualitative feedback from college staff.

- Enhance our college's clinical management processes by transitioning to Exxat by Fall 2024, optimizing scheduling, tracking, and reporting for improved efficiency and student experience.

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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.

Signature Initiatives:
- *Competency-Based Curriculum*
  - Implement competency-based curricula in accordance with AACN Essentials/other accrediting bodies.
  - Revise student learning outcomes to AACN Essentials competency measures of introduction, reinforcement and competency.
  - Thread and evaluate cultural competencies and social determinants of health throughout curricula.

- *Technological & Student-Centered Innovations*
  - Define clear objectives for Artificial Intelligence (AI) integration, such as enhancements for teaching, improving patient care, or advancing research, enhance training for AI applications, and monitor ethical and regulatory concerns.
  - Implement new evidence-based virtual and augmented reality, enhanced simulation, AI, and other advanced technological innovations and experiences across programs to enhance students critical thinking and clinical judgement.

- *Leadership Development*
  - Explore implementation strategies to enhance student readiness and success such as flipped advising, integrating feedback from health system partners and students, and faculty and preceptor/student engagement.
  - Incorporate communication, teamwork and emotional intelligence training to help students interact effectively with patients, families, and interdisciplinary teams.
  - Promote service learning, professional organizational involvement and interprofessional opportunities for students to prepare for the healthcare workforce.

Objectives for 2023-2024
- Align existing and proposed curriculum over the academic year.
- Revise student learning outcomes for pre-licensure and advanced practice programs.
- Social determinants of health threaded in a minimum of 3 courses in each program.
- Provide a minimum of one training session for faculty on Artificial Intelligence
- Pilot and test a minimum of one Virtual Reality or Augmented reality session in the simulation lab.
- Implement the Academic Success Coordinator position to enhance student readiness over the academic year.

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

Signature Initiatives:
- *Grow and optimize infrastructure to support growing research needs*
  - Expand research space on site with the development of biobehavioral laboratory facilities on the ground floor that will include space for behavioral research.
  - Enhance and optimize staff and faculty infrastructure in the Office of Research to optimize productivity.

- *Cultivate and enrich collaborative research and scholarship*

- Offer access to workshops, training, and professional development for faculty within College (Research Forums, Resilience in Research, center offerings), university (propel and others) and federal opportunities (NIH, PCORI, others)
- Increase student access to and engagement with faculty research.
- Promote ongoing partnerships to facilitate interprofessional research opportunities intra- and inter-institutionally.

- *Develop and expand research centers to impact health equity and patient outcomes*
  - Ongoing assessment of infrastructure and resource needs for centers to optimize growth.
  - Continue to refine mission of centers, aligning with college's overall mission and goals.
  - Develop comprehensive strategies for securing research funding and knowledge dissemination.

Objectives for 2023-2024
- Have drawings for expanded research space on site with the development of biobehavioral laboratory facilities on the ground floor that will include space for behavioral research.
- Hire another full-time biostatistician and pre-award staff.
- Recruit/hire Assistant Dean for Research.
- Increase externally funded research to maintain current NIH ranking (upper 20's).
- Increase student presentations at conferences by 5%.
- Increase student funded research (e.g., Magellan, F31s, funding from professional organizations) by 10%.
- Faculty from each Center submits a minimum of 2-5 external grant submissions each year with an emphasis on federal-level funding.
- 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.

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

Signature Initiatives:
- *Telehealth*
  - Enhance telehealth capacity and infrastructure for student learning across all programs, practice, and research.
  - Expand faculty utilization of telehealth in practice and research with additional grant funding, industry, and/or philanthropic funding.

- *Strategic Partnerships*
  - Maintain and expand health system partnerships for student learning, faculty practice, and research initiatives.
  - Partner with key stakeholder groups – alumni, legislators, donors, industry, healthcare---to optimize mission and resources of college.
  - Expand global partnerships, including study abroad opportunities, academic/teaching opportunities, and research initiatives.

- *Philanthropy*
  - Expand philantropic giving to support mission needs to include physical infrastructure, faculty and staff needs, and strategic initiatives.
  - Partner with the Alumni Council to assist with increases opportunities for alumni mentorship/engagement and donor engagement.

Objectives for 2023-2024

- Initiate a minimum of one new telehealth initiative.
- Continue to expand partnership with LMC to include student workforce readiness and reignite academic/practice task groups with Prisma new nursing leadership team.
- Increase philanthropic giving by 3-5%; Receive at minimum $500,000 donations for new LMC building.
- Initiate new/revised branding with consultation.