

College of Nursing Strategic Plan 2020-2025 version dated 4/10/21

Mission Statement

We are creating nurse leaders to transform lives and health around the world.

Vision Statement

We will redesign the landscape of health and nursing science through education, research, innovation, practice, and service.

Values

Integrity, Respect, Responsibility, Discovery, Excellence, and Community

- **Integrity.** We act with integrity in accordance with the highest academic, professional, and ethical standards.
- **Respect.** We respect and honor the dignity of each person, embrace civil discourse, and foster a diverse, inclusive, and safe community.
- **Responsibility.** We act responsibly and hold ourselves accountable for our decisions, actions, and their consequences.
- **Discovery.** Through advanced research and scholarship, we seek and create new knowledge and understanding, and foster creativity and innovation, for society's benefit.
- **Excellence.** We strive for excellence in all of our endeavors as individuals, an institution, and a leader in higher education and research.
- **Community.** We work together for the betterment of our University, the communities we serve, and the world.

Priorities

1. **Goal 1: Transforming Education** *The Penn State College of Nursing will create an equitable, engaging, and meaningful student-centered curriculum that prepares nurse leaders across undergraduate and graduate programs for a complex healthcare system.*
2. **Goal 2: Enhancing Health through Research & Innovation** *The Penn State College of Nursing will be a leader in developing nurse scientists, conducting research, translating innovate findings to clinical practice, and disseminating lessons learned integral to improving nursing science.*
3. **Goal 3: Stewardship of Our Planet's Resources and Community Relationships** *The Penn State College of Nursing will steward our planet's resources as it relates to the health and wellness of individuals, communities, and systems.*

4. **Goal 4: Using Arts & Humanities in Nursing to Address Political and Social/Practice Challenges** *The Penn State College of Nursing will integrate arts and humanities as a way to address political and social/practice challenges experienced in providing nursing care.*
5. **Goal 5: Service through Outreach and Digital Innovations** *The Penn State College of Nursing will provide service through outreach and by effectively using digital innovations across the Commonwealth and beyond.*

Year 1 (2020-2021)

Year 2 (2021-2022)

Year 3 (2022-2023)

Year 4 (2023-2024)

Year 5 (2024-2025)

Goals & Objectives & Implementation tasks:

1. Goal 1: Transforming Education

1. **Objective 1.1:** Prepare Exceptional Nursing Leaders Who Will Transform Lives and Health Around the World (F2, TE 2, TE4, OP2)

Objective 1.1	
KPI	Source
Preparation of BSN graduates taking NCLEX reported annually by first-time pass rates overall and at campuses. Per SEP, benchmark is 80% or better.	Data Analyst
Preparation of APRN post-BSN graduates taking certification tests reported annually by first-time pass rates. Per our SEP, benchmark is 80% or better.	Data Analyst
Nurse leaders will be identified by developing an annual table that shows the number of doctorate graduates employed in leadership positions. Table will be developed in year 2 (2021-2022).	Data Analyst
Deliver new content programs in Disaster Preparedness and Care of Veterans. Build 2 new content pathways. Becomes part of WC/CON repertoire.	Associate Dean of Outreach

1. **Action item 1.1.1:** Strategically and Critically Assess all Programs to Ensure Curricular Cohesion, Quality, Relevance, and Sustainability

Action Item 1.1.1		
Submitted By	Metric	Source
Lisa	Complete curriculum evaluations in year 3 (2023-2024) and reported to Assessment Committee.	Graduate Councils/Committees

Lisa	Verify Assessment Committee has system in place to report progress of curriculum evaluations to strategic planning committee in year 2 (2021-2022).	Assessment Committee
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1. **Implementation task 1:** Evaluate Current Undergraduate and Graduate Programs to Identify Areas for Improvement

1. **Persons Responsible:**

- 1. Chair of Assessment Committee
- 2. Assessment Committee
- 3. Graduate Councils/Committees

2. **Action item 1.1.2:** Create Engaging and Meaningful Student-Centered Learning Experiences Across Programs and Delivery Methods with an Emphasis on Remote Instruction

Action Item 1.1.2		
Submitted By	Metric	Source
Lisa	Create committee in year 3 (2022-2023) to look at best practices of delivery methods.	Associate Dean of Graduate Education
Lisa	Analyze delivery methods in year 4 (2023-2024) and annually thereafter.	New Committee
Morgann/Bryan	Develop CON Marketing/IT strategic plan in year 2 (2021-2022).	IT Manager

1. **Implementation task 1:** Develop and Implement CON Undergraduate and Graduate Education/Curriculum Committee Representative of All Programs and Commonwealth Campuses by 2022-2023 Academic Year

1. **Persons Responsible:**

- 1. Associate Dean for Undergraduate Education
- 2. Associate Dean for Graduate Education
- 3. Assistant Dean for Undergraduate Nursing Education at the Commonwealth Campuses
- 4. Chair of Faculty Council
- 5. Associate Dean for Equity & Inclusion

2. **Implementation task 2:** Analysis of Curricular Delivery Methods Across Undergraduate and Graduate Programs with a special Emphasis on Meeting Needs for Remote Delivery and Accessibility using Current and/or New Technologies

1. **Persons Responsible:**

- 1. Associate Dean for Undergraduate Education
- 2. Associate Dean for Graduate Education

3. Assistant Dean for Undergraduate Nursing Education at the Commonwealth Campuses
 4. Chair of Undergraduate and Graduate Education/Curriculum Committee
 5. Associate Dean for Equity & Inclusion
3. **Implementation task 3:** Develop IT/Marketing Strategic Plan, which Includes a Needs Assessment of the Instructional Design Workload and Faculty Needs for Course Resources in the In-Person and Virtual Environments
1. **Persons Responsible:**
 1. Associate Dean for Undergraduate Education
 2. Associate Dean for Graduate Education
 3. Assistant Dean for Undergraduate Nursing Education at the Commonwealth Campuses
 4. Instructional Designer/Instructional Design Team
2. **Objective 1.2:** Support Expansion of Quality, Innovative Programs Across the Commonwealth (F1, F2, TE4, NSE)

Objective 1.2	
KPI	Source
Strive for capacity undergraduate GNURS and SCND enrollment over five years (approximately 150 per cohort at UP and 50 per cohort at campuses).	Data Analyst
Expansion of outreach Matrix created of all clinical and all Penn State CE sites to do formal outreach effort to each. Matrix development and outreach to clinical and CE PA sites in year 1, all other clinical sites in year 2. Conducted at least 1 program collaboration with each CE site annually.	Associate Dean of Outreach

1. **Action item 1.2.1:** Increase Enrollment Across Programs and Sites

Action Item 1.2.1		
Submitted By	Metric	Source
Morgann, Bryan	Hire Recruiter/marketer by mid-summer 2021.	Marketing Manager
Morgann, Bryan	Establish new data collection model around recruiting (number of students needed, number of contacts made, etc.) with first round of data collection in July 2022.	Recruitment Hire
Morgann, Bryan	Identify establishment of benchmarks for recruitment opportunities once sufficient data collected.	Recruitment Hire

1. **Implementation task 1:** Enhance Connections with Community Partners Surrounding the Commonwealth Campuses for Recruitment of Undergraduate Students

1. **Persons Responsible:**

1. Associate Dean for Undergraduate Education
2. Assistant Dean of Undergraduate Nursing Education at the Commonwealth Campuses
3. Assistant Dean for Outreach and Professional Development
4. Campus Coordinators and/or Undergraduate Advisor(s)
5. Associate Dean for Equity & Inclusion

2. **Implementation task 2:** Further Develop Connections with Commonwealth Campuses for Recruitment of Graduate Students

1. **Persons Responsible:**

1. Associate Dean for Graduate Education
2. Assistant Dean of Undergraduate Nursing Education at the Commonwealth Campuses
3. Assistant Dean for Outreach and Professional Development
4. Directors of All Graduate Programs/Options
5. Graduate Adviser(s)
6. Associate Dean for Equity & Inclusion
7. Undergraduate and Graduate Faculty
8. Undergraduate and Graduate Advisors

3. **Implementation task 3:** Enhance Marketing and Recruit Opportunities through Leveraging Resources with Other Colleges, Departments and Units of the University or Outside the University (e.g., Penn State Health) and/or Recruit and Hire Marketing & Recruitment Specialist(s) by 2024-2025 Academic Year

1. **Persons Responsible:**

1. Dean
2. Director of IT, Marketing and Creative Services
3. Marketing, Communication, and Creative Services Manager
4. Search Committee

2. **Action item 1.2.2:** Develop Programs to Meet the Needs of the Community including, but not limited to the Commonwealth, Clinical Partners, and Other Stakeholders

Action Item 1.2.2		
Submitted By	Metric	Source

Lisa	Complete community needs assessment in year 3 (2022-2023) with metrics to follow.	Associate Dean of Graduate Education and Associate Dean of Undergraduate Education
Lisa	Enroll first students in BSN to NP DNP program in year 2 (2021-2022).	Associate Dean of Graduate Education
Lisa	Increased Enrollment in NP Programs (Post Masters and DNP) by total 25% from 2020-2025	Data Analyst
Lisa	Increased Enrollment in DNP Programs (Leadership/Non-NP) by total 50% from 2020-2025	Data Analyst
Lisa	Increased Enrollment in PhD program by total 10% from 2020-2025	Data Analyst
Lisa	Explore options that focus on allowing UG Students to continuously take Graduate Courses in year 4 (2023-2024).	Associate Dean of Graduate Education and Associate Dean of Undergraduate Education

1. **Implementation task 1:** Undertake a Community Needs Assessment for Undergraduate and Graduate Programs Under Consideration and Development, including Undergraduate and Graduate Certificate Programs

1. **Persons Responsible:**

1. Associate Dean for Graduate Education
2. Assistant Dean of Undergraduate Nursing Education at the Commonwealth Campuses
3. Assistant Dean for Outreach and Professional Development
4. Directors of All Graduate Programs/Options
5. Associate Dean for Equity & Inclusion
6. Program Coordinators & Directors

2. **Implementation task 2:** Develop and Implement BSN to DNP (NP Options) for Enrolling by 2021-2022 Academic Year

1. **Persons Responsible:**

1. Associate Dean for Graduate Education
2. Director of DNP Program
3. Director of NP Program
4. Chair or Representative from the Undergraduate and Graduate Education/Curriculum Committee

3. **Implementation task 3:** Investigate Options for Innovative, Interdisciplinary Programs Across Colleges and Campuses to Include Targeted Programs would be focused on allowing UG

Students to continuously take Graduate Courses to Obtain a Joint Degree, including, but are not Limited to: BSN to MSN or DNP/MBA; BSN to MSN or DNP/JD; BSN to MSN; DNP/PhD or DNP to PhD

1. Persons Responsible:

1. Associate Dean for Graduate Education
2. Associate Dean for Undergraduate Education
3. Assistant Dean of Undergraduate Nursing Education at the Commonwealth Campuses

3. Objective 1.3: Establish, Maintain, and Consolidate Relationships with Critical Clinical Partners for Student Placements (F1, TE, CO1, CO2)

Objective 1.3	
KPI	Source
Clinical partnerships strengthened by 1) hiring Clinical Placement Coordinator in year 2 (2021-2022), 2) Establishment of Clinical Partners Advisory Board in year 3 (2022-2023), 3) Completion of Needs Assessment in year 4 (2023-2024), and 4) Opportunities for creating value added partnerships identified and implemented year 5 (2024-2025).	See Action Item 1.3.1 and 1.3.2

1. Action item 1.3.1: Establish a Clinical Partners Advisory Board, chaired by the Dean, whose Members will Serve as Advisors to and Champions for Our Programs in a Rapidly Changing Clinical Environment.

Action Item 1.3.1		
Submitted By	Metric	Source
Lisa	Clinical Partners Advisory Board established in year 3 (2022-2023). Once board established additional metrics/targets regarding needs assessment and actions TBD.	Clinical Placement Coordinator

1. Implementation task 1: Conduct a Community and Clinical Assessment to Identify New Clinical Partners and Community Stakeholders Critical to Embody the Mission and Vision of the College of Nursing

1. Persons Responsible:

1. Dean
2. Associate Dean for Undergraduate Education
3. Associate Dean for Graduate Education
4. Assistant Dean for Outreach and Professional Development

- 5. Assistant Dean of Undergraduate Nursing Education at the Commonwealth Campuses
 - 6. College of Nursing Campus Coordinators
 - 7. Director of Development and Alumni Relations
 - 8. Staff of the Office of Development and Alumni Relations
2. **Implementation task 2:** Seek Novel Ways to Acknowledge and Appreciate Our Existing and New Clinical Partners
- 1. Persons Responsible:
 - 1. Dean
 - 2. Associate Dean for Undergraduate Education
 - 3. Associate Dean for Graduate Education
 - 4. Assistant Dean for Outreach and Professional Development
 - 5. Assistant Dean of Undergraduate Nursing Education at the Commonwealth Campuses
 - 6. College of Nursing Campus Coordinators
 - 7. Director of Development and Alumni Relations
 - 8. Staff of the Office of Development and Alumni Relations
3. **Implementation task 3:** Identify Novel Ways to Distinguish Penn State College of Nursing from Others
- 1. Persons Responsible:
 - 1. Dean
 - 2. Director of Development and Alumni Relations
 - 3. Staff of the Office of Development and Alumni Relations

2. **Action item 1.3.2:** Create Value Added Opportunities for Clinical Partners to Keep Up to Date on Nursing Trends and Innovations

Action Item 1.3.2		
Submitted By	Metric	Source
Lisa	Needs assessment conducted in year 4 (2023-2024) with metrics to follow.	Clinical Placement Coordinator
Lisa	Opportunities identified in year 5 (2024-2025), dependent on completion of needs assessment.	Clinical Placement Coordinator

- 1. **Implementation task 1:** Conduct a Needs Assessment to Allow Clinical Partners and Community Stakeholders to Identify Needs Related to Nursing Trends and Innovations
 - 1. **Persons Responsible:**

1. Dean
 2. Associate Dean for Undergraduate Education
 3. Associate Dean for Graduate Education
 4. Assistant Dean for Outreach and Professional Development
 5. Assistant Dean of Undergraduate Nursing Education at the Commonwealth Campuses
 6. Director of Development and Alumni Relations
 7. Staff of the Office of Development and Alumni Relations
 8. Assistant Dean for Outreach & Professional Development
 9. Staff of the Office of Outreach & Professional Development
 10. Associate Dean for Equity & Inclusion
2. **Implementation task 2:** Create Value Added Opportunities and Programs for our Stakeholders Including Clinical and Community Partners through the College of Nursing
1. **Persons Responsible:**
 1. Director of Development and Alumni Relations
 2. Dean
 3. Staff of the Office of Development and Alumni Relations
 4. Assistant Dean for Outreach & Professional Development
 5. Staff of the Office of Outreach & Professional Development
4. **Objective 1.4:** Promote a College with a Culture that Supports an Inclusive and Welcoming Learning Environment (F2, F3, TE4, IS1)

Objective 1.4	
KPI	Source
Diversity, Equity, and Inclusion (DEI) baseline established in year 2 (2021-2022) followed by development of DEI plan and DEI metrics.	See Action Item 1.4.1
Increased undergraduate scholarship dollars by total 15% and graduate scholarship dollars by total 20% over the five years.	See Action Item 1.4.2
Increased graduate assistantships dollars by total 10% over the five years.	See Action Item 1.4.2
Professional development program for incoming and current faculty and staff implemented in year 3 (2022-2023) and provided annually.	See Action Item 1.4.3

1. **Action item 1.4.1:** Promote Diversity, Equity & Inclusion within the College of Nursing for Students, Faculty, and Staff

Action Item 1.4.1		
Submitted By	Metric	Source
Sheldon	Baseline measurement of DEI established in year 2 (2021-2022) through 1) the establishment of a task force, 2) environmental scan of the college, and 3) survey of students, faculty, and staff.	Associate Dean for Equity & Inclusion and Task Force
Sheldon	DEI Plan completed after baseline established in year TBD with metrics to follow.	Associate Dean for Equity & Inclusion and TBD

1. **Implementation task 1:** Develop a Diversity, Equity & Inclusion Plan for the College of Nursing including Recruitment, Admission, and Progression Support to and Beyond Graduation

1. **Persons Responsible:**

1. Associate Dean for Equity & Inclusion
2. Dean
3. Diversity Committee

2. **Implementation task 2:** Enhance Diversity, Equity & Inclusion Content/Foci within Undergraduate and Graduate Curriculum

1. **Persons Responsible:**

1. Associate Dean for Equity & Inclusion

3. **Implementation task 3:** Provide Education Opportunities for Faculty, and Staff Regarding Diversity, Equity & Inclusion

1. **Persons Responsible:**

1. Dean
2. Associate Dean for Equity & Inclusion
3. Diversity Committee
4. Faculty Council
5. Faculty Affairs
6. Office and Staff of Outreach and Professional Development Office

2. **Action item 1.4.2:** Increase Scholarships and Other Funding Sources to Offset Tuition Costs for Students with an emphasis on Diversity, Equity & Inclusion

Action Item 1.4.2		
Submitted By	Metric	Source

Stated in Implementation task 1	Increase undergraduate scholarship dollars awarded by total 15% over the five years.	Director of Development
Stated in Implementation task 2	Increase graduate scholarship dollars awarded by total 20% over the five years.	Director of Development
Stated in Implementation task 3	Increase graduate assistantships dollars awarded by total 10% over the five years.	Associate Dean for Graduate Education

1. **Implementation task 1:** Increase Undergraduate Scholarship Dollars Awarded by 15% from 2020-2025
 1. **Persons Responsible:**
 1. Dean
 2. Associate Dean for Undergraduate Education
 3. Associate Dean for Equity & Inclusion
 4. Director of Development and Alumni Relations & Staff
 5. All Faculty & Staff
2. **Implementation task 2:** Increase Graduate Scholarship Dollars Awarded by 20% from 2020-2025
 1. **Persons Responsible:**
 1. Dean
 2. Associate Dean for Graduate Education
 3. Associate Dean for Equity & Inclusion
 4. Director of Development and Alumni Relations
 5. All Faculty & Staff
3. **Implementation task 3:** Increase Graduate Assistantships Awarded by 10% from 2020-2025
 1. **Persons Responsible:**
 1. Dean
 2. Associate Dean for Graduate Education
 3. Associate Dean for Research & Innovation
 4. All Faculty

3. **Action item 1.4.3:** Provide Resources and Strategies to Faculty and Staff that Support Teaching and Learning Excellence in an Inclusive and welcoming Learning Environment

Action Item 1.4.3		
Submitted By	Metric	Source

Kelly	Implement ongoing professional development program for incoming and current faculty and staff. Program outline and content development in year 2 (2021-2022); full execution in year 3 (2022-2023).	New survey to be developed out of program to gather feedback from participants.
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1. **Implementation task 1:** Conduct a Needs Assessment of Faculty and Staff After Critical Examination of the Community Survey Results

1. **Persons Responsible:**

1. Faculty Council
2. Chair of Faculty Affairs Committee of Faculty Council
3. Associate Dean for Equity & Inclusion
4. Faculty Affairs Committee of Faculty Council
5. Office and Staff of Outreach and Professional Development
6. Staff Council

2. **Implementation task 2:** Partner with Penn State University Offices and Centers to Provide Educational Opportunities for Faculty and Staff related to Identified Needs

1. **Persons Responsible:**

1. Faculty Council
2. Chair of Faculty Affairs Committee of Faculty Council
3. Faculty Affairs Committee of Faculty Council
4. Associate Dean for Equity & Inclusion
5. Office and Staff of Outreach and Professional Development
6. Staff Council

3. **Implementation task 3:** Investigate Outside Resources Related to Faculty and Staff Professional Development and Identified Needs

1. **Persons Responsible:**

1. Faculty Council
2. Chair of Faculty Affairs Committee of Faculty Council
3. Faculty Affairs Committee of Faculty Council
4. Associate Dean for Equity & Inclusion
5. Office and Staff of Outreach and Professional Development
6. Staff Council

4. **Implementation task 4:** Create a Professional Development Program for Incoming Faculty and/or Staff as Part of Onboarding, with a potential Formal Mentorship Program Component

1. Persons Responsible:

1. Assistant Dean for Outreach and Professional Development
2. Faculty Council
3. Chair of Faculty Affairs Committee of Faculty Council
4. Faculty Affairs Committee of Faculty Council
5. Associate Dean for Equity & Inclusion

2. Goal 2: Enhancing Health through Research & Innovation

1. **Objective 2.1:** Position the College of Nursing as a Leader in Research, Innovation, Dissemination, and Translation to Practice (F5, EH2, EH3, IS2, CO1)

Objective 2.1	
KPI	Source
Metrics to be determined	

1. **Action item 2.1.1:** Grow and Enhance the Center for Nursing Research (CNR) across the College of Nursing including Commonwealth Campuses

Action Item 2.1.1		
Submitted By	Metric	Source
Judy	Identified list of CNR liaison at different campuses by end of spring 2022 with annual updates thereafter.	Associate Dean of Research

1. **Implementation task 1:** Formalize Working Partnerships with Commonwealth Campuses within the CNR

1. Persons Responsible:

1. Associate Dean for Research & Innovation
2. Associate Dean for Graduate Education
3. Assistant Dean of Undergraduate Nursing Education at the Commonwealth Campuses
4. Director of Grants and Contracts

2. **Implementation task 2:** Establish a CNR Liaison at all appropriate Commonwealth Campus to attend established CNR Research Meetings

1. Persons Responsible:

1. Associate Dean for Research & Innovation

2. Associate Dean for Undergraduate Education
3. Assistant Dean of Undergraduate Nursing Education at the Commonwealth Campuses
4. Director of Grants and Contracts

2. **Action item 2.1.2:** Foster Partnerships with Penn State Health and/or other Clinical Partners (e.g., UPMC, Geisinger) to Engage in Research and Innovation

Action Item 2.1.2		
Submitted By	Metric	Source
Judy	List of partnerships identified annually.	Associate Dean of Research

1. **Implementation task 1:** Formalize Partnership with the Penn State Health Director, Office of Nursing Research and Innovation
 1. **Persons Responsible:**
 1. Associate Dean for Research & Innovation
 2. Director of Grants and Contracts
 3. College of Nursing Center (e.g., CGNE, SAFE-T) Directors
 2. **Implementation task 2:** Routine Participation on and Engagement with the Nursing Research and Evidence-Based Practice Council at the Penn State Hershey Medical Center
 1. **Persons Responsible:**
 1. Associate Dean for Research & Innovation
 2. Faculty Representatives
 3. **Implementation task 3:** Formalize Relationships and Forge New Partnerships within the Penn State College of Medicine, and with other Institutes/Centers within the University.
 1. **Persons Responsible:**
 1. Associate Dean for Research & Innovation
 2. Director of Grants and Contracts

3. **Action item 2.1.3:** Strengthen Research Infrastructure within the College of Nursing including Staff, Space, and Technology

Action Item 2.1.3		
Submitted By	Metric	Source
Judy	Job responsibilities reviewed annually.	Assistant Director of DNR

1. **Implementation task 1:** Anticipate Needs for Adaptation of Research Due to Pandemic Related Restrictions through a Needs Assessment

1. **Persons Responsible:**
 1. Associate Dean for Research & Innovation
 2. Director of Grants and Contracts
 2. **Implementation task 2:** Assess Job Descriptions and Duties of Staff within the Center for Nursing Research with the Goal of Streamlining Responsibilities and Efforts
 1. **Persons Responsible:**
 1. Associate Dean for Research & Innovation
 2. Director of Grants and Contracts
 3. **Implementation task 3:** Targeted Collaborations with the Penn State College of Nursing IT and Marketing and Creative Services Teams to Increase Services Offered
 1. **Persons Responsible:**
 1. Associate Dean for Research & Innovation
 2. Director of IT, Marketing and Creative Services
 3. Marketing, Communication, and Creative Services Manager
2. **Objective 2.2:** Focus on Growth and Development of Clustered Research Areas within Nursing and within the University’s Center’s and Institutes/Areas of Excellence (NF, EH1, EH2, CO4)

Objective 2.2	
KPI	Source
Potential areas of growth and strength identified by developing two mappings in year 2 (2021-2022) and updating annually: 1) mapping of CON grants to current research trends and 2) mapping of faculty strengths to research areas.	See Action Item 2.2.1 See Action Item 2.2.2
Number of Research Faculty on Tenure Line at the Assistant/Associate/Full Professor level increased by total 50% and number for the Research Track at the Assistant/Associate Research Professor increased by total 50% over five years.	See Action Item 2.2.3

1. **Action item 2.2.1:** Systematically Evaluate Current Research Portfolio to Identify Strengths and Opportunities for Growth and Expansion

Action Item 2.2.1		
Submitted By	Metric	Source
Judy	Mapping of CON grants to current research trends created in year 2 (2021-2022) with annual updates.	Associate Dean of Research/Assistant Director CNR

1. **Implementation task 1:** Identify Key Areas for Growth and Expansion as a Research Faculty and Staff Internal to the College of Nursing
 1. **Persons Responsible:**
 1. Associate Dean for Research & Innovation
 2. Research Faculty
 3. Center for Nursing Research Staff
 2. **Implementation task 2:** Identify Key Areas for Expansion of the Current Research Portfolio within the University's Institutes, Centers and Colleges.
 1. **Persons Responsible:**
 1. Associate Dean for Research & Innovation
 2. Research Faculty
 3. **Implementation task 3:** Seek Consultation (Internal or External to Penn State) to Identify and Provide Strategies for Continued Growth and Expansion in line with Mission, Vision, and Clustered Research Centers of Excellence External to the College of Nursing
 1. **Persons Responsible:**
 1. Dean
 2. Associate Dean for Research & Innovation
 3. Center for Nursing Research Team
2. **Action item 2.2.2:** Refine the Following and Enhance Selected Research Centers to Become Main Research Centers of Excellence within the PSCON: 1) Gerontology; 2) Palliative Care; 3) Physiological & Molecular Mechanism Underlying Health and Well-Being; 4) Health and Healthcare Disparities; 5) Nursing Education; 6) Intervention and Implementation Science; and 7) Telehealth while Acting on Recommendations and Strategies from both Internal and External Analysis

Action Item 2.2.2		
Submitted By	Metric	Source
Judy	Mapping of faculty strengths to areas of research created in year 2 (2021-2022) with annual updates.	Associate Dean of Research/Assistant Director CNR

1. **Implementation task 1:** Identify Faculty Areas of Research Expertise/Focus with an emphasis on 2-4 Research Centers of Excellence within the College of Nursing and Conduct Conceptual Mapping of all Faculty Members to respective Research Centers of Excellence and Update Website and Marketing Materials
 1. **Persons Responsible:**
 1. Associate Dean for Research & Innovation
 2. Center for Nursing Research Team

3. Faculty
2. **Implementation task 2:** Refine the Mission and Vision of the Center for Nursing Research to Align with Research Centers of Excellence
 1. **Persons Responsible:**
 1. Associate Dean for Research & Innovation
 2. Center for Nursing Research Team
 3. Faculty
 3. **Implementation task 3:** Determine Marketing and Recruitment Strategies to Expand Faculty Research Foci, Post-Docs, and Students Associated with the Center for Nursing Research
 1. **Persons Responsible:**
 1. Associate Dean for Research & Innovation
 2. Center for Nursing Research Team
 3. Marketing and Creative Services Team
 4. Faculty
 5. Search Committee
 6. Associate Dean for Equity & Inclusion
3. **Action item 2.2.3:** Increase the Number by 50% of Research Faculty on Tenure Line at the Assistant/Associate/Full Professor level; and 50% of the Research Track at the Assistant/Associate Research Professor Level that fit within the Research Centers of Excellence or Co-Hires within the University (e.g., Huck Institutes, College of Medicine, Rock Ethics Institute, Sustainability Institute)

Action Item 2.2.3		
Submitted By	Metric	Source
Stated in action item	Number of Research Faculty on Tenure Line at the Assistant/Associate/Full Professor level increased by total 50% and number for the Research Track at the Assistant/Associate Research Professor increased by total 50% over five years.	Associate Dean of Research/Assistant Director CNR

1. **Implementation task 1:** Identify Faculty and Research Needs within the CON and the University (as Co-Hires) and Strategically Market for Faculty in those Areas
 1. **Persons Responsible:**
 1. Dean
 2. Associate Dean for Research & Innovation
 3. Associate Dean for Graduate Education
 4. Associate Dean for Undergraduate Education
 5. Search Committee

- 6. University Center/ Institute Directors as needed
- 7. Associate Dean for Equity & Inclusion
- 2. **Implementation task 2:** Identify, Support, and Mentor Post-Doctoral Fellows as a Pipeline to Tenure Track
 - 1. **Persons Responsible:**
 - 1. Associate Dean for Research & Innovation
 - 2. Associate Dean for Graduate Education
 - 3. CON Center Directors
 - 4. Search Committee
 - 5. Associate Dean for Equity & Inclusion

3. **Objective 2.3:** Promote and Accelerate Dissemination of Research, Innovation, & Accomplishments (NF, EH1, CO3, CO4)

Objective 2.3	
KPI	Source
Workshop developed in year 2 (2021-2022) and delivered annually thereafter to promote faculty research.	See Action Item 2.3.1
Showcase of faculty research talents developed on website in year TBD with annual updates.	See Action Item 2.3.2

1. **Action item 2.3.1:** Focus on Faculty Mentorship and Development related to Promotion of Research and Accomplishments

Action Item 2.3.1		
Submitted By	Metric	Source
Judy	Complete assessment of junior faculty research development needs and first workshop delivered in year 2 (2021-2022) with workshops annually thereafter.	Associate Dean of Research

- 1. **Implementation task 1:** Analysis of Individual and Group Faculty Needs Related to Mentorship and Development of Research across CON Faculty
 - 1. **Persons Responsible:**
 - 1. Associate Dean for Research & Innovation
 - 2. Associate Dean for Equity & Inclusion
- 2. **Implementation task 2:** Evaluate Current Faculty Mentorship and Development Plan for Fit Based on Faculty Needs, where the Focus is on Mentorship and Development of Research and Innovation Across all Rank and Levels of Faculty at UP, Hershey, and all Commonwealth Campuses
 - 1. **Persons Responsible:**

1. Associate Dean for Research & Innovation
 2. Associate Dean for Graduate Education
 3. Associate Dean for Undergraduate Education
 4. Assistant Dean of Undergraduate Nursing Education at the Commonwealth Campuses
3. **Implementation task 3:** Revise Current Faculty Mentorship and Development Plan Based on Faculty Needs
1. Persons Responsible:
 1. Associate Dean for Research & Innovation
 2. Associate Dean for Graduate Education
 3. Associate Dean for Undergraduate Education
 4. Assistant Dean of Undergraduate Nursing Education at the Commonwealth Campuses
 5. Faculty Affairs Committee
 6. Associate Dean for Equity & Inclusion
2. **Action item 2.3.2:** Continue Strategic Efforts and Engagement with the IT and Marketing and Creative Services Teams to Promote CON Research, Innovation, & Accomplishments

Action Item 2.3.2		
Submitted By	Metric	Source
Morgann, Bryan	Marketing/IT Rep presence at CNR monthly meeting	Marketing/IT
Morgann, Bryan	Research content on CON website maintained. Development of website to showcase research talents after mapping of faculty strengths to research areas (action item 2.2.2).	Marketing/IT

1. **Implementation task 1:** Maintenance of Marketing Committee and Engagement with Center for Nursing Research
 1. **Persons Responsible:**
 1. Associate Dean for Research & Innovation
 2. Director of Grants and Contracts
 3. Marketing Committee
2. **Implementation task 2:** Representation of IT and Marketing and Creative Services Teams at Routine Research Meetings
 1. **Persons Responsible:**
 1. Associate Dean for Research & Innovation
 2. Director of IT, Marketing and Creative Services
 3. Director of Grants and Contracts
 4. IT Staff
 5. Marketing and Creative Services Staff

3. **Implementation task 3:** Continued Revisions of CON Website Based on Current Research Centers of Excellence, Funded Projects, Research Teams and Projects, Links to PURE, etc.

1. **Persons Responsible:**

1. Associate Dean for Research & Innovation
2. Director of IT, Marketing and Creative Services
3. Director of Grants and Contracts
4. IT Staff
5. Marketing and Creative Services Staff
6. Marketing Committee

4. **Objective 2.4:** Increase & Diversify the Research Portfolio and Funding Sources (F5, EH, IS2, IS5)

Objective 2.4	
KPI	Source
Number of NIH and/or Government Sponsored Grant Submissions (e.g., HRSA, PCORI) increased by total 25% over the five years.	See Action Item 2.4
Number of Other (e.g., Professional Organizations, Foundations, Corporations) Grant Submissions increased by total 20% over the five years.	See Action Item 2.4

1. **Action item 2.4.1:** Enhance Research Portfolio

Action Item 2.4.1		
Submitted By	Metric	Source
Stated in task 1	Number of NIH and/or Government Sponsored Grant Submissions (e.g., HRSA, PCORI) increased by total 25% over the five years.	Assistant Director CNR
Stated in task 2	Number of Other (e.g., Professional Organizations, Foundations, Corporations) Grant Submissions increased by total 20% over the five years.	Assistant Director CNR

1. **Implementation task 1:** Increase Number of NIH and/or Government Sponsored Grant Submissions (e.g., HRSA, PCORI) by 25% from 2020-2025 (over the five-year period)

1. **Persons Responsible:**

1. Associate Dean for Research & Innovation
2. Director of Grants and Contracts
3. Faculty

- 4. Grants and Contracts Staff
- 2. **Implementation task 2:** Increase Number of Other (e.g., Professional Organizations, Foundations, Corporations) Grant Submissions by 20% from 2020-2025 (over the five-year period)
 - 1. **Persons Responsible:**
 - 1. Associate Dean for Research & Innovation
 - 2. Director of Grants and Contracts
 - 3. Faculty
 - 4. Grants and Contracts Staff
 - 5. Director of Development and Alumni Relations
- 3. **Implementation task 3:** Representation of Development at Routine Research Meetings to Increase Collaboration between Research and Development Teams
 - 1. Persons Responsible:
 - 1. Dean
 - 2. Associate Dean for Research and Innovation
 - 3. Director of Development and Alumni Relations

3. **Goal 3: Stewardship of Our Planet’s Resources and Community Relationships**

- 1. **Objective 3.1:** Stewardship of Our Planet’s Resources and Sustainability is Integrated into all Levels of the Curriculum (F6, TE, NSE)

Objective 3.1	
KPI	Reference
Sustainability integrated into undergraduate curriculum through on-going review. (Undergraduate curriculum review completed in 2018.) Subsequent reviews by CON Sustainability Council to coincide with regular 3-year curriculum review cycle.	See Action Item 3.1.1
Sustainability integrated into graduate curriculum through initial review by Sustainability Institute in year 3 (2022-2023). Subsequent reviews by CON Sustainability Council to coincide with regular 3-year curriculum review cycle.	See Action Item 3.1.1
Barriers to incorporating sustainability in undergraduate curriculum understood through survey and reporting results in year 2 (2021-2022).	See Action Item 3.1.2
Barriers to incorporating sustainability in undergraduate curriculum understood through survey and reporting results in year 2 (2021-2022).	See Action Item 3.1.2

- 1. **Action item 3.1.1:** Integrate Sustainability into Undergraduate and Graduate Curriculum

Action Item 3.1.1

Submitted By	Metric	Source
Erin, Darlene	Undergraduate curriculum was reviewed by Sustainability Institute in 2018. Subsequent reviews by CON Sustainability Council to coincide with regular 3-year curriculum review cycle.	Sustainability Council
Erin, Darlene	Review graduate curriculum by Sustainability Institute in year 3 (2022-2023). Subsequent reviews by CON Sustainability Council to coincide with regular 3-year curriculum review cycle.	Sustainability Council

1. **Implementation task 1:** Assess Undergraduate and Graduate Level Curriculum to Address Sustainability Development Goals (SDGs) fit into Core Courses
 1. **Persons Responsible:**
 1. Associate Dean for Undergraduate Education
 2. Associate Dean for Graduate Education
 3. Sustainability Institute Representative
 4. Undergraduate and Graduate Curriculum/Education Committee
 5. College of Nursing Sustainability Council
 2. **Implementation task 2:** Modify Undergraduate and Graduate Level Curriculum to Incorporate Sustainability Development Goals (SDGs) into Core Courses
 1. **Persons Responsible:**
 1. Associate Dean for Undergraduate Education
 2. Associate Dean for Graduate Education
 3. Undergraduate and Graduate Curriculum/Education Committee
 4. Sustainability Institute Representative
 5. College of Nursing Sustainability Council
2. **Action item 3.1.2:** Understand Barriers which Inhibit Incorporation of the Sustainability Development Goals (SDGs) into College of Nursing Curriculums

Action Item 3.1.2		
Submitted By	Metric	Source
Erin, Darlene	Perform pre-survey, 8-minute video of faculty incorporating SDG, and post-survey of barriers in undergraduate curriculum and reported results in year 2 (2021-2022).	Sustainability Council

Erin, Darlene	Perform pre-survey, 8-minute video of faculty incorporating SDG, and post-survey of barriers in graduate curriculum and reported results in year 3 (2022-2023).	Sustainability Council
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1. **Implementation task 1:** Develop and Administer a Survey of Knowledge and Efficacy Practice of What the SDGs Actually Mean and How they Fit into Curriculum at the Undergraduate and Graduate Levels.
 1. **Persons Responsible:**
 1. Associate Dean for Undergraduate Education
 2. Associate Dean for Graduate Education
 3. College of Nursing Sustainability Committee
 2. **Implementation task 2:** Analyze the Survey of Knowledge and Efficacy Practice of What the SDGs Actually Mean and How they Fit into Curriculum at the Undergraduate and Graduate Levels.
 1. **Persons Responsible:**
 1. Associate Dean for Undergraduate Education
 2. Associate Dean for Graduate Education
 3. College of Nursing Sustainability Council
 3. **Implementation task 3:** Identify Mechanisms to Target Identified Educational and Curriculum Needs related to the Administered Survey
 1. **Persons Responsible:**
 1. Associate Dean for Undergraduate Education
 2. Associate Dean for Graduate Education
 3. College of Nursing Sustainability Council
2. **Objective 3.2:** Stewardship of Our Planet’s Resources and Sustainability is Integrated into Research & Innovation within the College of Nursing (F6, SP5, CO1)

Objective 3.2	
Metric	Source
Review of research by Sustainability Institute in year 4 (2023-2024). Subsequent reviews performed by CON Sustainability Council on three-year cycle.	See Action Item 3.2.1
Sustainability integrated into research through development of list of partnerships and plan for growth in year 2 (2021-2022). Extension of list and activities in year 3 (2022-2023) and beyond.	See Action Item 3.2.2

1. **Action item 3.2.1:** Engagement and Partnership with the College of Nursing Sustainability Council

Action Item 3.2.1		
Submitted By	Metric	Source
Erin, Darlene	Research reviewed by Sustainability Institute in year 4 (2023-2024). Subsequent reviews performed by CON Sustainability Council on three-year cycle.	Sustainability Council
Erin, Darlene	CNR Liaison on CON Sustainability Council appointed year 2 (2021-2022), monthly engagement with CNR.	Sustainability Council

1. **Implementation task 1:** Identify Liaison between the Center for Nursing Research and the Sustainability Council to Attend Meetings and Disseminate Information, Lessons Learned
 1. **Persons Responsible:**
 1. Associate Dean for Research & Innovation
 2. Center for Nursing Research Staff
 3. College of Nursing Sustainability Council
 2. **Implementation task 2:** Categorize Current Research and How it Fits within the Sustainability Framework of the University/College and Sustainability Development Goals (SDGs)
 1. **Persons Responsible:**
 1. Associate Dean for Research & Innovation
 2. Center for Nursing Research Staff
 3. College of Nursing Sustainability Council
 3. **Implementation task 3:** Promote Sustainability within Current and Future Research and Innovation Endeavors within the College of Nursing
 1. **Persons Responsible:**
 1. Associate Dean for Research & Innovation
 2. Center for Nursing Research Staff
 3. College of Nursing Sustainability Council

2. **Action item 3.2.2:** Foster Strategic Partnerships between the College of Nursing and Community Partners Focused on Sustainability

Action Item 3.2.2		
Submitted By	Metric	Source
Kelly	List of partnerships forged to focus on sustainability. Establish list and plan for	Create new tracking methodology within Outreach Tracking processes

	growth in year 2 (2021-2022), extend list and activities in year 3 (2022-2023) and beyond.	
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1. **Implementation task 1:** Partner with Local and Regional Healthcare Systems to Review and Promote Sustainable Health Behaviors in the Workplace

1. **Persons Responsible:**

- 1. Office of Outreach and Professional Development
- 2. College of Nursing Sustainability Council
- 3. College of Nursing Center Directors (e.g., CGNE, SAFE-T)

3. **Objective 3.3:** Forge and Sustain Broad and Relevant Partnerships with Development and Alumni Relations Partners (CO1, IS5)

Objective 3.3	
KPI	Reference
Track the number of annually funded and endowed accounts stewarded by the Development and Alumni Relations office each year, including scholarships, program funds, awards, and others and with the goal of increasing the number of discrete accounts by 4% annually from 2020-2025.	See Action Item 3.3.1
Track participation in the Dean’s Giving Society with a goal of increasing participation by 5% annually from 2020-2025.	See Action Item 3.3.1
Develop a system to track alumni service touchpoints, including committee participation, mentoring, alumni in the classroom, event participation, and other volunteer service activities by the end of year one. Track alumni touchpoints to develop a baseline by the end of year 2 (FY 22).	See Action Item 3.3.2
Increase membership in the College of Nursing Alumni Society by 1% annually, as evidenced by the number of Nursing alumni who are members of the Penn State Alumni Association and thereby automatically considered to be members of the Nursing Alumni Society.	See Action Item 3.3.2
Increased the number of discrete gift transaction by 3% annually from 2020-2025. Gifts received via alumni donor advised funds will count.	See Action Item 3.3.2

1. **Action item 3.3.1:** Explore and Evaluate Development Structures and Outcomes

Action Item 3.3.1		
Submitted By	Measure with Target	Source

Dean, Susan	Assess Dean’s Advisory and Development Council member contributions by the end of year two (FY 22) and recommend an effective structure for the next campaign	CON Director of Development and Alumni Relations
Dean, Susan	Track the number of annually funded and endowed accounts stewarded by the Development and Alumni Relations office each year, including scholarships, program funds, awards, and others and with the goal of increasing the number of discrete accounts by 4% annually from 2020-2025.	CON Director of Development and Alumni Relations
Dean, Susan	Track participation in the Dean’s Giving Society with a goal of increasing participation by 5% annually from 2020-2025.	CON Director of Development and Alumni Relations

1. **Implementation task 1:** Evaluate and recommend changes to the structure, composition, and effectiveness of the College of Nursing’s Campaign Committee (currently called the Dean’s Advisory and Development Council) in supporting the College’s success in meeting fundraising and/or campaign goals.

1. **Persons Responsible:**

- 1. Dean
- 2. Director of Development and Alumni Relations

2. **Implementation task 2:** Increase the resources generated through the philanthropy (all stakeholders) to support the strategic goals of the College of Nursing.

1. **Persons Responsible:**

- 1. Dean
- 2. Director of Development and Alumni Relations

3. **Implementation task 3:** Increase philanthropic support of faculty and staff of the College.

1. **Persons Responsible:**

- 1. Dean
- 2. Director of Development and Alumni Relations

2. **Action item 3.3.2:** Evaluate the Impact of College of Nursing Alumni in supporting the College’s Mission, Vision, Values, and Strategic Plan

Action Item 3.3.2		
Submitted By	Metric	Source
Dean, Susan	Work with CON Alumni Society Board to update its strategic plan and priorities, and to	CON Director of Development and Alumni Relations

	identify meaningful and measurable goals by the by the end of year 2 (FY 22).	
Dean, Susan	Develop a system to track alumni service touchpoints, including committee participation, mentoring, alumni in the classroom, event participation, and other volunteer service activities by the end of year 1 (FY 21)	CON Director of Development and Alumni Relations
Dean, Susan	Track alumni touchpoints to develop a baseline by the end of year 2 (FY 22).	CON Director of Development and Alumni Relations
Dean, Susan	Increase alumni touchpoints increasing participation by 4% annually from 2023-2025.	CON Director of Development and Alumni Relations
Dean, Susan	Increase membership in the College of Nursing Alumni Society by 1% annually, as evidenced by the number of Nursing alumni who are members of the Penn State Alumni Association and thereby automatically considered to be members of the Nursing Alumni Society.	CON Director of Development and Alumni Relations
Dean, Susan	Track the number of discrete gift transactions (as opposed to pledges) made by alumni to the College of Nursing each year, with the goal of increasing the number of discrete gift transaction by 3% annually from 2020-2025. Gifts received via alumni donor advised funds will count.	CON Director of Development and Alumni Relations

1. **Implementation task 1:** Evaluate the CON Alumni Society Board in its efforts to contribute meaningfully to the College of Nursing’s Strategic Plan.
 1. **Persons Responsible:**
 1. Dean
 2. Director of Development and Alumni Relations
2. **Implementation task 2:** Increase participation of Nursing alumni in advancing the College of Nursing’s mission and strategic goals.
 1. **Persons Responsible:**
 1. Dean
 2. Director of Development and Alumni Relations
3. **Implementation task 3:** Increase membership of the College of Nursing’s Alumni Society.
 1. **Persons Responsible:**

1. Dean
2. Director of Development and Alumni Relations
4. **Implementation task 4:** Increase philanthropic support and commitment of College of Nursing alumni.
 1. Persons Responsible:
 1. Dean
 2. Director of Development and Alumni Relations

4. **Goal 4: Using Arts & Humanities in Nursing to Address Political and Social/Practice Challenges**

1. **Objective 4.1:** Evaluate the Current Inclusion of Arts & Humanities Across the College of Nursing (F2, AH3)

Objective 4.1	
KPI	Reference
Evaluation of A&H in accordance with new AACN Essentials in year 4 (2023-2024).	See Action Item 4.1.1
Include Arts and Humanities in Outreach and Professional Development. Target: Number of activities by type that includes A & H content in year 2 (2021-2022); growth by at least one activity in year 3 (2022-2023) and beyond. Data Source: Outreach Tracking of Contact Hour Presentations by RN and total attendance. Includes # contact hours awarded. Reporting: Annual.	See Action Item 4.1.2

1. **Action item 4.1.1:** Further Embed Arts & Humanities at the Undergraduate and Graduate Levels

Action Item 4.1.1		
Submitted By	Metric	Source
Lisa	Evaluated A&H (particularly policy for nurses) according to new AACN Essentials by year 4 (2023-2024).	Curriculum Committee

1. **Implementation task 1:** Assess Current Curriculum through a Curriculum Mapping Process Focused on Addressing Healthcare Policy for Nurses
 1. **Persons Responsible:**
 1. Dean
 2. Associate Dean for Undergraduate Education
 3. Associate Dean for Graduate Education
 4. Assistant Dean for Undergraduate Nursing Education at the Commonwealth Campuses

- 5. CON Education and Curriculum Committee
- 2. **Implementation task 2:** Revise Current Curriculum to Address Gaps in Knowledge and meet Essentials Focused on Policy
 - 1. **Persons Responsible:**
 - 1. Dean
 - 2. Associate Dean for Undergraduate Education
 - 3. Associate Dean for Graduate Education
 - 4. Assistant Dean for Undergraduate Nursing Education at the Commonwealth Campuses
 - 5. CON Education and Curriculum Committee

- 2. **Action item 4.1.2:** Identify Opportunities for Research, Outreach, and Professional Development with an Emphasis on the Arts & Humanities

Action Item 4.1.2		
Submitted By	Metric	Source
Kelly	Include Arts and Humanities in Outreach and Professional Development. Target: Number of activities by type that includes A & H content in year 2 (2021-2022); growth by at least one activity in year 3 (2022-2023) and beyond.	Outreach Tracking of Contact Hour Presentations by RN and total attendance. Includes # contact hours awarded. Reported annually.

- 1. **Implementation task 1:** Faculty and Staff Participation and Engagement in the College of Medicine including the College of Medicine Humanities Department and Bioethics Program, and the College of Liberal Arts, and the College of Arts and Architecture.
 - 1. **Persons Responsible:**
 - 1. Dean
 - 2. Associate Dean for Graduate Education
 - 3. Assistant Dean for Outreach & Professional Development

- 2. **Objective 4.2:** Increase Engagement in Policy Development, Implementation, and Revisions to include Local, State, and National Levels (F2, EH5, CO1)

Objective 4.2	
KPI	Reference
Established baseline and targets for faculty engagement in policy by 1) determining how to accurately track in Activity Insight service by faculty related to policy in year 2 (2021-2022), 2) collecting data year 3 (2022-2023), and 3) developing table of number of faculty engaging in policy at Penn State, local	See Action Item 4.2.1

government, state government, and national government levels using data exported from AI in year 4 (2023-2024).	
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1. **Action item 4.2.1:** Policy Engagement across the University, at the Local and Community Level, and at the State and National/Federal Level

Action Item 4.2.1		
Submitted By	Metric	Source
Caroline	Worked with Activity Insight Team and Faculty to capture service related to policy in year 2 (2021-2022).	Data Analyst
Caroline	Collect data year 3 (2022-2023) and generated table from exported AI data to show number of faculty reporting service related to policy development at University, local, state, and national level in year 4 (2023-2024)	Data Analyst

1. **Implementation task 1:** Faculty and Staff Participation and Engagement in Committees across the University that create/impact Policy (e.g., Faculty Senate, Graduate Council)
 1. **Persons Responsible:**
 1. Dean
 2. Associate Dean for Undergraduate Education
 3. Associate Dean for Graduate Education
 4. Assistant Dean for Undergraduate Nursing Education at the Commonwealth Campuses
2. **Implementation task 2:** Faculty and Staff Participation and Engagement in Local, State, and Community Organizations that create/impact Policy
 1. **Persons Responsible:**
 1. Dean
 2. Associate Dean for Undergraduate Education
 3. Associate Dean for Graduate Education
 4. Assistant Dean for Undergraduate Nursing Education at the Commonwealth Campuses
3. **Implementation task 3:** Faculty and Staff Participation and Engagement at the National/Federal Level in Organizations that create/impact Policy
 1. **Persons Responsible:**
 1. Dean
 2. Associate Dean for Undergraduate Education
 3. Associate Dean for Graduate Education

4. Assistant Dean for Undergraduate Nursing Education at the Commonwealth Campuses

3. **Objective 4.3:** Support Expansion of Faculty Practice (F2, TE2, IS1)

Objective 4.3	
KPI	Source
Metrics for expansion of faculty practice TBD	

1. **Action item 4.3.1:** Continued Growth of Nurse Practitioner (NP) and Doctor of Nursing Practice (DNP) Programs

Action Item 4.3.1		
Submitted By	Metric	Source

1. **Implementation task 1:** Increase Enrollment in NP Programs (Post Masters and DNP) by 25% from 2020-2025

1. **Persons Responsible:**

1. Associate Dean for Graduate Education
2. Director of DNP Programs
3. Director of NP Programs

2. **Implementation task 2:** Increase Enrollment in DNP Programs (Leadership/Non-NP) by 50% from 2020-2025

1. **Persons Responsible:**

1. Associate Dean for Graduate Education
2. Director of DNP Programs
3. Director of NP Programs

5. **Goal 5: Service through Outreach and Digital Innovations**

1. **Objective 5.1:** Be a Premier Source of Outreach and Professional Development Opportunities within the Commonwealth and Beyond (F1, F5, DI1, IS2, CO2)

Objective 5.1	
KPI	Source
Self-sustained Outreach and Professional Development. Target: Number of activities offered by type in year 2 (2021-2022) plus established funding model, growth by 1% in year 3 (2022-2023) and beyond. Data Source: Outreach Tracking of Contact Hour Presentations by RN and total attendance. Includes # contact hours awarded. Also include website analytics. Reporting: Annual.	Associate Dean of Outreach

1. **Action item 5.1.1: Create Digital Solutions to New and Emerging Challenges**

Action Item 5.1.1		
Submitted By	Metric	Source
Morgann/Bryan	Development of module like Ag extension but for nursing. Target TBD (contingent on funding).	Associate Dean of Outreach

1. **Implementation task 1: Develop a Web-Based Portal for All Online Professional Development Events and Trainings**

1. **Persons Responsible:**

1. Assistant Dean for Outreach and Professional Development
2. Office and Staff of Assistant Dean for Outreach and Professional Development

2. **Implementation task 2: Create Outreach and Professional Development Activities that Reflect Diversity, Equity & Inclusion**

1. **Persons Responsible:**

1. Associate Dean for Equity & Inclusion
2. Assistant Dean for Outreach and Professional Development
2. Office and Staff of Assistant Dean for Outreach and Professional Development
3. Director of Development and Alumni Relations
4. Diversity Committee

3. **Implementation task 3: Develop a Plan for Funding and Sustaining Outreach and Professional Development Action item, Including Grant Proposal Submissions to Ties Processes and Resources**

1. **Persons Responsible:**

1. Assistant Dean for Outreach and Professional Development
2. Office and Staff of Assistant Dean for Outreach and Professional Development
3. Director of Development and Alumni Relations

2. **Action item 5.1.2: Enhance Online Outreach/Education through Technology-Based Personalization Central to the 21st Century Land-Grant Mission**

Action Item 5.1.2

Submitted By	Metric	Source
Kelly	Source a technology platform to support outreach and education personalized experiences. Target: Year 2 (2021-2022), identify feasible solutions and resource needs. Years 3-5 (2022-2023 – 2024-2025), obtain resources and operationalize solution. Data Source: Solution would become data source as it will be a tech platform. Reporting: Annual progress update.	Annual progress updates from Associated Dean of Outreach and IT/Marketing

1. **Implementation task 1:** Integrate Activities in Outreach and Professional Development with College of Nursing Centers (e.g., Center of Geriatric Nursing Excellence and the SAFE-T Center)

1. **Persons Responsible:**

- 1. Assistant Dean for Outreach and Professional Development
- 2. Office and Staff of Assistant Dean for Outreach and Professional Development
- 3. College of Nursing Center Directors

2. **Implementation task 2:** Develop a Virtual Speaker Series for Outreach/Education, Professional Development Events, and Alumni/Development with the Opportunity to Transition to In-Person Format

1. **Persons Responsible:**

- 1. Assistant Dean for Outreach and Professional Development
- 2. Office and Staff of Assistant Dean for Outreach and Professional Development
- 3. IT and Marketing, Media, and Creative Services Staff

3. **Implementation task 3:** Create a Calendar and Repository of Virtual and/or In-Person Opportunities for Faculty, Staff, Student, and Community Engagement

1. **Persons Responsible:**

- 1. Assistant Dean for Outreach and Professional Development
- 2. Office and Staff of Assistant Dean for Outreach and Professional Development
- 3. IT and Marketing, Media, and Creative Services Staff

3. **Action item 5.1.3:** Workforce Development Across a Variety of Educational Topic Areas in Nursing, Healthcare, Leadership, and/or Wellness/Well-Being

Action Item 5.1.3		
Submitted By	Metric	Source
Kelly	Sustained workforce development program in health and leadership related areas. Establish workforce development program objectives and content in year 2 (2021-2022) to include formal CE connections at all Penn State campuses with CE offices; complete 4 workforce initiatives annually.	Outreach contact hour and program tracking to include # RNs and other attendees. Includes # contact hours awarded.

1. **Implementation task 1:** Build Formal Connections with Commonwealth Campus Continuing Education Infrastructure
 1. **Persons Responsible:**
 1. Assistant Dean for Outreach and Professional Development
 2. Office and Staff of Assistant Dean for Outreach and Professional Development
 3. Assistant Dean for Undergraduate Nursing Education at the Commonwealth Campuses
 4. IT and Marketing, Media, and Creative Services Staff
 2. **Implementation task 2:** Formalize Connections with Customer Stakeholders (e.g., Healthcare Systems) for Workforce Development
 1. **Persons Responsible:**
 1. Assistant Dean for Outreach and Professional Development
 2. Office and Staff of Assistant Dean for Outreach and Professional Development
 3. IT and Marketing, Media, and Creative Services Staff
4. **Action item 5.1.4:** Outreach with the College, University and Surrounding Communities related to Wellness and Wellbeing Initiatives

Action Item 5.1.4		
Submitted By	Metric	Source
Kelly	Sustained wellness and wellbeing outreach. Sustained workforce development program in health and leadership related areas.	Add wellness/wellbeing initiatives to Outreach Tracking, include grant

	<p>Uninterrupted CON and University membership with BHAC, on-going Penn State CON representation on BHAC Advisory Council and/or sub-committees, Active participation by students/faculty/staff in BHAC Bi-Annual Summit, establish grant funding plan in year 2 (2021-2022); apply for at least one grant funding in year 3 (2022-2023) and beyond.</p>	<p>information in College grant tracking processes.</p>
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1. **Implementation task 1:** Facilitate Engagement between the CON Building Healthy Academic Communities (BHAC) Team and all Faculty, Staff, and Students

1. **Persons Responsible:**

- 1. Assistant Dean for Outreach and Professional Development
- 2. Office and Staff of Assistant Dean for Outreach and Professional Development
- 3. Faculty Council
- 4. Staff Council

2. **Implementation task 2:** Build Academic Partnerships and Wellness Initiatives through College of Nursing Building Healthy Academic Communities (BHAC) Team Across the University and Communities

1. **Persons Responsible:**

- 1. Assistant Dean for Outreach and Professional Development
- 2. Office and Staff of Assistant Dean for Outreach and Professional Development
- 3. BHAC CON Team Members