



**PennState**

# **Strategic Plan**

Strategic Plan (2020 - 2025) - Nursing, College of

# General Information

## Mission / Vision / Values

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### **Mission**

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

### **Vision**

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

### **Institutional Values**

**INTEGRITY:** We act with integrity and honesty 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 and inclusive community.

**RESPONSIBILITY:** We act responsibly, and we are accountable for our decisions, actions, and their consequences.

**DISCOVERY:** We seek and create new knowledge and understanding, and foster creativity and innovation, for the benefit of our communities, society, and the environment.

**EXCELLENCE:** We strive for excellence in all our endeavors as individuals, an institution, and a leader in higher education.

**COMMUNITY:** We work together for the betterment of our University, the communities we serve, and the world.

# Planning Process

2020 - 2025

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## **Supporting Evidence**

[PSUCON\\_StrategicPlan\\_11172020 lb draft submitted 11 23 2020.docx](#)

[CON Strategic Plan 2020-2025 4 10 21.docx](#)

# Strategic Plan (2020 - 2025) - Nursing, College of

## Goal 1

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### Transforming Education

#### Goal

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.

#### 1.1: Prepare Exceptional Nursing Leaders

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##### Unit Objective

Prepare Exceptional Nursing Leaders Who Will Transform Lives and Health Around the World

##### Objective Status

On Track

##### Objective Year(s)

2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025

##### Key Performance Indicator(s)

1. BSN NCLEX first-time pass rates at or above 80% by campus and at or above the national average for the program annually.
2. Nurse Practitioner certificate first-time pass rates at or above 80% annually.
3. Annual table of doctorate graduates in leadership positions.

##### Target Completion Date

12/31/2025

##### Mapping

###### Penn State Foundations:

- F2 - Engaging Our Students

###### Penn State Thematic Priorities:

- TE2 - Foster A Curriculum That Integrates Multiple Modes Of Delivery, While Leveraging Online Capabilities And Enhanced And Emerging Digital Learning Options
- TE4 - Prepare Our Students For Success In Their Careers And In Life

###### Penn State Supporting Elements:

- OP2 - Establish Processes For Continual Institutional Assessment, Improvement, And Innovation, Including More Systematic Review Of Administrative And Academic Organizational Performance And Financial Stewardship

##### Action Items

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1.1.1: Strategically and Critically Assess all Programs to Ensure Curricular Cohesion, Quality, Relevance, and Sustainability

##### Current Status

On Track

##### Action Item Implementation Tasks

1: Evaluate Current Undergraduate and Graduate Programs to Identify Areas for Improvement

##### Action Item Metrics

- 1: Complete curriculum evaluations in year 3 (2022-2023) and reported to Assessment Committee.
- 2: Verify Assessment Committee has system in place to report progress of curriculum evaluations to strategic planning committee in year 2 (2021-2022).

# Strategic Plan (2020 - 2025) - Nursing, College of

## Responsible Party

1. Chair, Assessment Comm. 2. Assessment Comm. 3. Graduate Councils/Comm.

## Start Date

09/01/2021

## Target Date

04/30/2024

### Action Item Progress

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#### Date Entered

03/29/2023

#### Reporting Period

2022 - 2023

#### Implementation Progress

The Undergraduate and Graduate Curricula conversion to Competency Based Education was started in Fall of 2022; Competency based Taskforce has been formed; timeline for completion will be about 3 years. Taskforce has aligned End of Program Outcomes with AACN Essentials. Steps will include: Mapping course/Syllabus objectives with competencies, mapping course level content outlines with subcompetences(learning outcomes is the focus); Mapping will be analyzed for overlap or gaps and all curricular changes will be submitted to the Course Information Management.

#### Action Item Status

On Track

### Action Items

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

#### Current Status

On Track

#### Action Item Implementation Tasks

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

#### Action Item Metrics

- 1: Create committee in year 3 (2022-2023) to look at best practices of delivery methods.
- 2: Analyze delivery methods in year 4 (2023-2024) and annually thereafter.
- 3: Develop CON Marketing/IT strategic plan in year 2 (2021-2022).

#### Responsible Party

1. Assoc. Dean, Undergrad. Ed. 2. Assoc. Dean, Grad. Ed. 3. Assist. Dean, Undergrad. Nursing Ed. CC  
4. Chair, Faculty Council 5. Assoc. Dean, Equity & Inclusion 6. Chair, Undergrad. and Grad. Ed./Curriculum Comm. 7. Instruct. Designer/Instruct. Desi

#### Start Date

09/01/2021

#### Target Date

04/30/2024

# Strategic Plan (2020 - 2025) - Nursing, College of

## Action Item Progress

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### Date Entered

03/29/2023

### Reporting Period

2022 - 2023

### Implementation Progress

1) Curriculum structure unchanged - Undergraduate and graduate coordinated through UG and GR Affairs, major changes are reviewed by entire faculty. 2) Undergraduate core nursing courses will remain all in person for the GNURS except NURS 350 and 450 have the option to be taught in a hybrid format, Second Degree is piloting blended learning and/or remote synchronous for final semester to accommodate student capstone; RN to BSN is reviewing Remote Synchronous options and determining the amount of online delivery within University guidelines for a resident instruction program. 3) Graduate courses, except PhD, all online except for intensives.

### Action Item Status

On Track

## 1.2: Support Expansion Across Commonwealth

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### Unit Objective

Support Expansion of Quality, Innovative Programs Across the Commonwealth

### Objective Status

On Track

### Objective Year(s)

2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025

### Key Performance Indicator(s)

1. Enrollment goal of near capacity at all campuses for undergraduate 4-year general nursing and second-degree nursing program by end of 5-year plan.
2. Growth in enrollment in graduate programs (NP, DNP non-NP, and PHD) over the 5-year plan.
3. Growth in number of outreach collaborations with continuing education sites with goal of one per site annually by end of 5-year plan.

### Target Completion Date

12/31/2025

### Mapping

#### Penn State Foundations:

- F1 - Enabling Access To Education

#### Penn State Thematic Priorities:

- TE4 - Prepare Our Students For Success In Their Careers And In Life

#### Penn State Supporting Elements:

- No Associated Supporting Element Connection

### Action Items

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## 1.2.1: Increase Enrollment Across Programs and Sites

### Current Status

On Track

### Action Item Implementation Tasks

- 1: Enhance Connections with Community Partners Surrounding the Commonwealth Campuses for Recruitment of Undergraduate Students
- 2: Further Develop Connections with Commonwealth Campuses for Recruitment of Graduate

# Strategic Plan (2020 - 2025) - Nursing, College of

Students

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

## Action Item Metrics

1: Hire Recruiter/marketer by mid-summer 2021.

2: 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.

3: Identify establishment of benchmarks for recruitment opportunities once sufficient data collected.

## Start Date

05/01/2021

## Target Date

07/31/2022

## Action Item Progress

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### Date Entered

03/29/2023

### Reporting Period

2022 - 2023

### Implementation Progress

1) Consulting with OVPC to provide targeted recruitment for GNURS campuses not at full enrollment. Southwest region recruiter in place with a focus on reaching full enrollment capacity in current programs extended to Erie, Fayette, Mont Alto, Schuylkill, Scranton; 2) Needs assessment/Market Analysis in process for Berks, Beaver, Erie, and Harrisburg to determine extension of second degree and GNURS. 3) Evaluating different delivery options to decrease time to completion (3-year GNURS) 4) Targeting Penn State Alumni and current third and fourth year UG students for graduate programs through targeted recruitment, i.e., email, campus visits. 5) Holding online events to explain programs and recruiter attends specialty conferences to recruit students.

### Action Item Status

On Track

## Action Items

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

### Current Status

On Track

### Action Item Implementation Tasks

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

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

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

### Action Item Metrics

1: Complete community needs assessment in year 3 (2022-2023) with metrics to follow.

2: Enroll first students in BSN to NP DNP program in year 2 (2021-2022).

3: Increased Enrollment in NP Programs (Post Masters and DNP) by total 25% from 2020-2025

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4: Increased Enrollment in DNP Programs (Leadership/Non-NP) by total 50% from 2020-2025

5: Increased Enrollment in PhD program by total 10% from 2020-2025

6: Explore options that focus on allowing UG Students to continuously take Graduate Courses in year 4 (2023-2024).

### Start Date

09/01/2020

### Target Date

12/31/2025

### Action Item Progress

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#### Date Entered

03/29/2023

#### Reporting Period

2022 - 2023

#### Implementation Progress

1) WC RN-BSN taskforce reviewed retention information of students and took measures to offer more student support and identify and mitigate contributing factors. 2) NP program transitioned from MSN to DNP and POS developed for all options. PSYCH/Mental Health NP approved by PA SBON. Post-master's NP certificate programs continue to enroll students.

#### Action Item Status

On Track

### 1.3: Grow Critical Clinical Partners

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#### Unit Objective

Establish, Maintain, and Consolidate Relationships with Critical Clinical Partners for Student Placements

#### Objective Status

On Track

#### Objective Year(s)

2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025

#### Key Performance Indicator(s)

1. Creation and hiring of new Clinical Placement Coordinator position in second year of 5-year plan.
2. Establishment of Clinical Partners Advisory Board in third year of 5-year plan.
3. Assessment of clinical partners' needs followed by action plan by end of 5-year plan.

#### Target Completion Date

12/31/2025

#### Mapping

##### Penn State Foundations:

- F1 - Enabling Access To Education

##### Penn State Thematic Priorities:

- TE - Penn State will be a leader in the transformation of education, including enhancing access to it, as it fulfills its land-grant mission in a 21st-century context and continues to drive discovery-focused research across disciplines.

##### Penn State Supporting Elements:

- CO1 - Focus On Impact Through Partnerships
- CO2 - Provide Expanded Access To Penn State Resources

#### Action Items

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## Strategic Plan (2020 - 2025) - Nursing, College of

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.

### Current Status

On Track

### Action Item Implementation Tasks

- 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
- 2: Seek Novel Ways to Acknowledge and Appreciate Our Existing and New Clinical Partners
- 3: Identify Novel Ways to Distinguish Penn State College of Nursing from Others

### Action Item Metrics

Clinical Partners Advisory Board established in year 3 (2022-2023). Once board established additional metrics/targets regarding needs assessment and actions TBD.

### Responsible Party

1. Dean 2. Assoc. Dean, Undergrad. Ed. 3. Assoc. Dean, Grad. Ed. 4. Assist. Dean, Outreach & Prof. Dev. 5. Assist. Dean, Undergrad. Nursing Ed. at the CC 6. CON Campus Coord. 7. Dir. of Dev. and Alumni Relations 8. Staff, Dev. and Alumni Relations

### Start Date

06/04/2021

### Target Date

04/30/2023

### Action Item Progress

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#### Date Entered

03/29/2023

#### Reporting Period

2022 - 2023

#### Implementation Progress

1) Clinical advisory board in developmental stage, all campus sites to provide specific contacts for advisory board feedback limited in summer 2022; initial meeting with Univeristy Park major clinical facility in summer 2022; and subsequent meeting for May 2023, 2) meeting with Dean to determine vision/mission for clinical advisory board; 3) need to incorporate Graduate clinical partners 4) Gradaute Clinical Placement Coordinator forming academic/clinical partnerships to grow our advisory board.

#### Action Item Status

On Track

### Action Items

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1.3.2: Create Value Added Opportunities for Clinical Partners to Keep Up to Date on Nursing Trends and Innovations

### Current Status

On Track

### Action Item Implementation Tasks

- 1: Conduct a Needs Assessment to Allow Clinical Partners and Community Stakeholders to Identify Needs Related to Nursing Trends and Innovations
- 2: Create Value Added Opportunities and Programs for our Stakeholders Including Clinical and Community Partners through the College of Nursing

### Action Item Metrics

- 1: Needs assessment conducted in year 4 (2023-2024) with metrics to follow.
- 2: Opportunities identified in year 5 (2024-2025), dependent on completion of needs assessment.

# Strategic Plan (2020 - 2025) - Nursing, College of

**Start Date**  
09/01/2023

**Target Date**  
04/30/2025

## Action Item Progress

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**Date Entered**  
03/29/2023

**Reporting Period**  
2022 - 2023

### Implementation Progress

Needs assessments will be developed in the 2023-2024 reporting cycle following advisory board confirmed and meeting occurs.

**Action Item Status**  
On Track

1.4: Promote DEI Culture

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### Unit Objective

Promote a College with a Culture that Supports an Inclusive and Welcoming Learning Environment

**Objective Status**  
On Track

**Objective Year(s)**  
2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025

### Key Performance Indicator(s)

1. Assessment of DEI culture in second year of 5-year plan. Followed by DEI action plan and development of metrics.
2. Growth in undergraduate scholarship dollars, graduate scholarship dollars, and graduate assistantship dollars over the 5-year plan.
3. Creation of professional development program for incoming staff and faculty in third year of 5-year plan.

**Target Completion Date**  
12/31/2025

### Mapping

#### Penn State Foundations:

- F2 - Engaging Our Students
- F3 - Advancing Inclusion, Equity, and Diversity

#### Penn State Thematic Priorities:

- TE4 - Prepare Our Students For Success In Their Careers And In Life

#### Penn State Supporting Elements:

- IS1 - Prioritize Investment In Our People.

### Action Items

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1.4.1: Promote Diversity, Equity & Inclusion within the College of Nursing for Students, Faculty, and Staff

**Current Status**  
On Track

# Strategic Plan (2020 - 2025) - Nursing, College of

## Action Item Implementation Tasks

- 1: Develop a Diversity, Equity & Inclusion Plan for the College of Nursing including Recruitment, Admission, and Progression Support to and Beyond Graduation
- 2: Enhance Diversity, Equity & Inclusion Content/Foci within Undergraduate and Graduate Curriculum
- 3: Provide Education Opportunities for Faculty, and Staff Regarding Diversity, Equity & Inclusion

## Action Item Metrics

- 1: 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.
- 2: DEI Plan completed after baseline established in year TBD with metrics to follow.

## Responsible Party

1. Dean
2. Assoc. Dean, Equity & Inclusion
3. Diversity Comm.
4. Faculty Council
5. Faculty Affairs
6. Office of Outreach and Prof. Dev.

## Start Date

09/01/2021

## Target Date

04/30/2022

## Action Item Progress

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### Date Entered

03/29/2023

### Reporting Period

2022 - 2023

### Implementation Progress

1. The overall DEI college plan is an active work in progress. It will be better informed by a DEI needs assessment that the DEI committee has developed. This will be implemented before the end of the Spring 2023 semester. The data will be incorporated in the DEI college plan summer 2023. The DEI alumni task force that was established last to work directly with the office of the Associate Dean of Equity and Inclusion is still in place and has added additional members. This group has helped to inform programming while providing direct mentorship to current CON students. The college's faculty led DEI committee has continued to meet and work on several initiatives across the college.

2. DEI Curriculum and Simulation scans at the undergraduate and graduate levels were completed at the end of the Fall 2022 semester. A final report is in development with suggestions for DEI enhancements to the curriculum and simulations before the end of the Spring 2023 semester.

3. The inaugural Gunter-Gooding DEI Lecture series was conducted on October 5, 2022. Dr. G. Rumay Alexander EdD, RN, FAAN was the featured speaker and her topic was, "From the Hall to the Walls: A Racial Reckoning in Nursing". This lecture series will now take place annually as a signature event every Fall semester. Planning is underway for the Fall 2023 event. The college wide DEI book club that was started in the Fall 2020 was revised to include other media (movies, documentaries) on DEI topics which are still in the planning phase it will start back up in the Fall of 2023 having been informed by the DEI needs assessment. College wide DEI educational programming has been conducted each semester in conjunction with the Men in Nursing and Multicultural Student Nurse Association groups. MSNA conducted a Black history month presentation entitled, "MSNA Goes to Capitol Hill: A Lesson in Black Nurse Advocacy" on February 23, 2023. The university wide BUILD (Building Understanding and Inclusion through Learning and Dialogue" was released and all CON employees were encouraged to participate. The CON for the second year in a row collaborated with other colleges in sponsoring the

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"Diversity in Healthcare Conference" organized by the Alpha Epsilon Delta pre-health honor society. A new and expanded DEI section of the college's website is nearing completion.

### Action Item Status

On Track

### Action Items

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1.4.2: Increase Traditional Scholarships and Other Funding Sources to Offset Tuition Costs for Students with an emphasis on Diversity, Equity & Inclusion (Does not include hardship funds or other awards.)

### Current Status

On Track

### Action Item Implementation Tasks

- 1: Increase Undergraduate Scholarship Dollars Awarded by 15% from 2020-2025
- 2: Increase Graduate Scholarship Dollars Awarded by 20% from 2020-2025
- 3: Increase Graduate Assistantships Awarded by 10% from 2020-2025

### Action Item Metrics

- 1: Increase undergraduate scholarship dollars awarded by total 15% over the five years.
- 2: Increase graduate scholarship dollars awarded by total 20% over the five years.
- 3: Increase graduate assistantships dollars awarded by total 10% over the five years.

### Responsible Party

1. Dean 2. Assoc. Dean, Undergrad. Ed. 3. Assoc. Dean, Equity & Inclusion 4. Dir. of Development and Alumni Relations & Staff 5. All Faculty & Staff 6. Assoc. Dean, Grad. Ed. 7. Assoc. Dean, Research & Innovation

### Start Date

01/01/2021

### Target Date

12/31/2025

### Action Item Progress

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#### Date Entered

03/30/2023

#### Reporting Period

2022 - 2023

#### Implementation Progress

2019-2020

-Undergraduate Scholarships (AY): \$453,910 (traditional funds, does not include hardship or awards)

-Graduate Scholarships (AY): \$134,000 (traditional funds, does not include hardship or awards)

-Graduate Assistant Support (FY): \$478,832 (Includes general and sponsored stipend, fringe, and tuition)

2020-2021

-Undergraduate Scholarships (AY): \$636,652 (traditional funds, does not include hardship or awards)

-Graduate Scholarships (AY): \$112,000 (traditional funds, does not include hardship or awards)

-Graduate Assistant Support (FY): \$1,035,737 (Includes general and sponsored stipend, fringe, and tuition)

2021-2022

-Undergraduate Scholarships (AY): \$862,106 (traditional funds, does not include hardship or awards)

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-Graduate Scholarships (AY): \$113,393 (traditional funds, does not include hardship or awards)  
-Graduate Assistant Support (FY): \$667,947 (Includes general and sponsored stipend, fringe, and tuition)

2022-2023 (to date)

-Undergraduate Scholarships (AY): \$875,731 (traditional funds, does not include hardship or awards)  
-Graduate Scholarships (AY): \$126,000 (traditional funds, does not include hardship or awards)  
-Graduate Assistant Support (FY): \$560,889 (Includes general and sponsored stipend, fringe, and tuition)

### Action Item Status

On Track

### Action Items

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1.4.3: Provide Resources and Strategies to Faculty and Staff that Support Teaching and Learning Excellence in an Inclusive and welcoming Learning Environment

### Current Status

On Track

### Action Item Implementation Tasks

- 1: Conduct a Needs Assessment of Faculty and Staff After Critical Examination of the Community Survey Results
- 2: Partner with Penn State University Offices and Centers to Provide Educational Opportunities for Faculty and Staff related to Identified Needs
- 3: Investigate Outside Resources Related to Faculty and Staff Professional Development and Identified Needs
- 4: Create a Professional Development Program for Incoming Faculty and/or Staff as Part of Onboarding, with a potential Formal Mentorship Program Component

### Action Item Metrics

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).

### Responsible Party

1. Faculty Council 2. Chair, Faculty Affairs Comm. of Faculty Council 3. Faculty Affairs Comm. of Faculty Council 4. Assoc. Dean, Equity & Inclusion 5. Office of Outreach and Prof. Dev. 6. Staff Council 7. Assist. Dean, Outreach & Prof. Dev.

### Start Date

09/01/2021

### Target Date

04/30/2023

### Action Item Progress

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#### Date Entered

03/30/2023

#### Reporting Period

2022 - 2023

#### Implementation Progress

All faculty were invited to 8 scheduled Nursing faculty development events (e.g. academic success, NGN Test questions, Schreyer resources) spread across 2022 and attendance was 8-13. All events were recorded and available to all faculty who could not attend to review. All

# Strategic Plan (2020 - 2025) - Nursing, College of

faculty had access to NurseTim/Nurse Think which is a professional development platform that provides webinars, discounts for in person meetings, student success packages and free CEUs.

## Action Item Status

On Track

## Goal 2

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### Enhancing Health through Research & Innovation

#### Goal

The Penn State College of Nursing will be a leader in developing nurse scientists, conducting research, translating innovative findings to clinical practice, and disseminating lessons learned integral to improving nursing science.

#### 2.1: Position College as Research Leader

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##### Unit Objective

Position the College of Nursing as a Leader in Research, Innovation, Dissemination, and Translation to Practice

##### Objective Status

On Track

##### Objective Year(s)

2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025

##### Key Performance Indicator(s)

1. Growth in research dollars over 5-year plan.
2. Growth in number of research grants over 5-year plan.
3. Growth in number of faculty participating in research over 5-year plan.

##### Target Completion Date

12/31/2025

##### Mapping

###### Penn State Foundations:

- F5 - Driving Economic Development

###### Penn State Thematic Priorities:

- EH2 - Create Innovative Academic Programs In Personalized And Population Health
- EH3 - Build Synergistic Partnerships To Influence Population Health

###### Penn State Supporting Elements:

- CO1 - Focus On Impact Through Partnerships
- IS2 - Invest In Resources Creatively And Systematically

##### Action Items

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2.1.1: Grow and Enhance the Center for Nursing Research (CNR) across the College of Nursing including Commonwealth Campuses

##### Current Status

On Track

##### Action Item Implementation Tasks

- 1: Formalize Working Partnerships with Commonwealth Campuses within the CNR
- 2: Establish a CNR Liaison at all appropriate Commonwealth Campus to attend established CNR Research Meetings

# Strategic Plan (2020 - 2025) - Nursing, College of

## Action Item Metrics

Identified list of CNR liaison at different campuses by end of spring 2022 with annual updates thereafter.

## Responsible Party

1. Assoc. Dean, Research & Innovation 2. Assoc. Dean, Grad. Ed. 3. Assist. Dean, Undergrad. Nursing Ed. at the CC 4. Dir. of Grants and Contracts

## Start Date

01/01/2021

## Target Date

04/30/2022

## Action Item Progress

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### Date Entered

03/29/2023

### Reporting Period

2022 - 2023

### Implementation Progress

CNR continues to meet annually with all the campuses, the coordinators continue to work as our liaison, along with the Assistant Dean for Commonwealth Campuses.

### Action Item Status

On Track

## Action Items

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

### Current Status

On Track

### Action Item Implementation Tasks

- 1: Formalize Partnership with the Penn State Health Director, Office of Nursing Research and Innovation
- 2: Routine Participation on and Engagement with the Nursing Research and Evidence-Based Practice Council at the Penn State Hershey Medical Center
- 3: Formalize Relationships and Forge New Partnerships within the Penn State College of Medicine, and with other Institutes/Centers within the University.

### Action Item Metrics

List of partnerships identified annually.

### Responsible Party

1. Assoc. Dean, Research & Innovation 2. Dir. of Grants and Contracts 3. CON Center Directors (eg CGNE SAFE-T) 4. Faculty Representatives

### Start Date

01/01/2051

### Target Date

12/31/2025

## Action Item Progress

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### Date Entered

03/29/2023

### Reporting Period

2022 - 2023

# Strategic Plan (2020 - 2025) - Nursing, College of

## Implementation Progress

As with last year, we continued our annual Translational Research Conference with the Department of Nursing at Hershey Medical Center. Faculty representative on Councils at Hershey. Research partnerships have continued to develop with the CTSI at Hershey and continued leadership in the CTSI KL2 program.

## Action Item Status

On Track

### Action Items

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2.1.3: Strengthen Research Infrastructure within the College of Nursing including Staff, Space, and Technology

## Current Status

On Track

## Action Item Implementation Tasks

- 1: Anticipate Needs for Adaptation of Research Due to Pandemic Related Restrictions through a Needs Assessment
- 2: Assess Job Descriptions and Duties of Staff within the Center for Nursing Research with the Goal of Streamlining Responsibilities and Efforts
- 3: Targeted Collaborations with the Penn State College of Nursing IT and Marketing and Creative Services Teams to Increase Services Offered

## Action Item Metrics

Job responsibilities reviewed annually.

## Responsible Party

1. Assoc. Dean, Research & Innovation
2. Dir. of Grants and Contracts
3. Dir. of IT, Marketing and Creative Svc.
4. Marketing, Communication, and Creative Svc. Mgr.

## Start Date

01/01/2021

## Target Date

12/13/2025

## Action Item Progress

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### Date Entered

03/29/2023

### Reporting Period

2022 - 2023

## Implementation Progress

An annual review of our job responsibilities and duties for staff in the Center for Nursing Research, with the goal of streamlining responsibilities and efforts, is ongoing. In the next reporting cycle, we will be turning out attention to promote collaborations with College of Nursing IT and our Marketing and Creative Services Teams to increase services offered for the College.

## Action Item Status

On Track

### 2.2: Grow Research Areas

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## Unit Objective

Focus on Growth and Development of Clustered Research Areas within Nursing and within the University's Center's and Institutes/Areas of Excellence



# Strategic Plan (2020 - 2025) - Nursing, College of

## Objective Status

On Track

## Objective Year(s)

2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025

## Key Performance Indicator(s)

1. Development of annual mapping of CON grants to current research trends to identify research opportunities in second year of 5-year plan.
2. Development of annual mapping of faculty strengths to research areas to identify research opportunities in second year of 5-year plan.
3. Growth in number of tenure-line faculty and research track faculty over 5-year plan.

## Target Completion Date

12/31/2025

## Mapping

### Penn State Foundations:

- F0- No Foundation Connection

### Penn State Thematic Priorities:

- EH2 - Create Innovative Academic Programs In Personalized And Population Health
- EH3 - Build Synergistic Partnerships To Influence Population Health

### Penn State Supporting Elements:

- C04 - Streamline Translation Of Penn State Discoveries

## Action Items

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2.2.1: Systematically Evaluate Current Research Portfolio to Identify Strengths and Opportunities for Growth and Expansion

## Current Status

On Track

## Action Item Implementation Tasks

- 1: Identify Key Areas for Growth and Expansion as a Research Faculty and Staff Internal to the College of Nursing
- 2: Identify Key Areas for Expansion of the Current Research Portfolio within the University's Institutes, Centers and Colleges.
- 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

## Action Item Metrics

Mapping of CON grants to current research trends created in year 2 (2021-2022) with annual updates.

## Responsible Party

1. Assoc. Dean, Research & Innovation 2. Research Faculty 3. Center, Nursing Research Staff 4. Dean

## Start Date

09/01/2021

## Target Date

04/30/2022

## Action Item Progress

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## Date Entered

03/29/2023

# Strategic Plan (2020 - 2025) - Nursing, College of

## Reporting Period

2022 - 2023

## Implementation Progress

CNR continues to send out calls for various grants based on both internal and external research areas. Additionally, we continue to expand our research portfolio in collaboration with other areas of the University, such as NIHs First Award call with CHHD in the lead, and the University funded geroscience consortium with Center for Healthy Aging, Working with Microbiome Center and Life Sciences.

## Action Item Status

On Track

### Action Items

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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

## Current Status

On Track

## Action Item Implementation Tasks

- 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
- 2: Refine the Mission and Vision of the Center for Nursing Research to Align with Research Centers of Excellence
- 3: Determine Marketing and Recruitment Strategies to Expand Faculty Research Foci, Post-Docs, and Students Associated with the Center for Nursing Research

## Action Item Metrics

Mapping of faculty strengths to areas of research created in year 2 (2021-2022) with annual updates.

## Responsible Party

1. Assoc. Dean, Research & Innovation
2. Center, Nursing Research Team
3. Marketing and Creative Services Team
4. Faculty
5. Search Comm.
6. Assoc. Dean, Equity & Inclusion

## Start Date

09/01/2021

## Target Date

04/30/2022

## Action Item Progress

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### Date Entered

03/29/2023

### Reporting Period

2022 - 2023

### Implementation Progress

We continued to focus on developing a Center for Innovation. We continue to survey faculty about research interests, and based on interest recruited for different research projects. Based on these results, we anticipate proposing additional centers in the future, and determining how best to market and recruit faculty, post docs, and students in these areas of focus.

### Action Item Status

On Track

# Strategic Plan (2020 - 2025) - Nursing, College of

## Action Items

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2.2.3: Increase the Number by 50% of Research Faculty on Tenure Line at the Assistant/Associate/Full Professor level; and 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)

### Current Status

On Track

### Action Item Implementation Tasks

- 1: Identify Faculty and Research Needs within the CON and the University (as Co-Hires) and Strategically Market for Faculty in those Areas
- 2: Identify, Support, and Mentor Post-Doctoral Fellows as a Pipeline to Tenure Track

### Action Item Metrics

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.

### Responsible Party

1. Dean
2. Assoc. Dean, Research & Innovation
3. Assoc. Dean, Grad. Ed.
4. Assoc. Dean, Undergrad. Ed.
5. Search Comm.
6. University Center/Institute Directors
7. Assoc. Dean, Equity & Inclusion
8. CON Center Directors

### Start Date

01/01/2021

### Target Date

12/31/2025

## Action Item Progress

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### Date Entered

03/29/2023

### Reporting Period

2022 - 2023

### Implementation Progress

We successfully hired a joint tenure-line faculty member in ethics, with another tenure-line faculty member in negotiations. If this individual accepts, we will have filled both of positions we advertised for.

### Action Item Status

On Track

## 2.3: Promote Dissemination of Research

---

### Unit Objective

Promote and Accelerate Dissemination of Research, Innovation, & Accomplishments

### Objective Status

On Track

### Objective Year(s)

2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025

### Key Performance Indicator(s)

1. Development of annual workshop to promote faculty research in second year of 5-year plan.
2. Website enhancements to showcase faculty research talents with annual updates by end of 5-year plan.

# Strategic Plan (2020 - 2025) - Nursing, College of

## Target Completion Date

12/31/2025

## Mapping

### Penn State Foundations:

- F0- No Foundation Connection

### Penn State Thematic Priorities:

- EH1 - Advance Discovery In Personalized And Population Health

### Penn State Supporting Elements:

- C03 - Promote Contributions Through Strategic Communication
- C04 - Streamline Translation Of Penn State Discoveries

## Action Items

---

2.3.1: Focus on Faculty Mentorship and Development related to Promotion of Research and Accomplishments

### Current Status

On Track

### Action Item Implementation Tasks

- 1: Analysis of Individual and Group Faculty Needs Related to Mentorship and Development of Research across CON Faculty
- 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
- 3: Revise Current Faculty Mentorship and Development Plan Based on Faculty Needs

### Action Item Metrics

Complete assessment of junior faculty research development needs and first workshop delivered in year 2 (2021-2022) with workshops annually thereafter.

### Responsible Party

1. Assoc. Dean, Research & Innovation 2. Assoc. Dean, Grad. Ed. 3. Assoc. Dean, Undergrad. Ed. 4. Assist. Dean, Undergrad. Nursing Ed. at the CC 5. Faculty Affairs Comm. 6. Assoc. Dean, Equity & Inclusion

### Start Date

09/01/2021

### Target Date

04/30/2022

### Action Item Progress

---

#### Date Entered

03/29/2023

#### Reporting Period

2022 - 2023

#### Implementation Progress

We continue to host the Valance lecture on innovation in March of 2023 and successfully ran an innovation workshop in May 2022. The CNR continues to meet with all campus faculty annually to discuss needs, provides edits on grants, manuscripts, abstract and assists with posters and oral presentations.

#### Action Item Status

On Track

## Action Items

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## Strategic Plan (2020 - 2025) - Nursing, College of

2.3.2: Continue Strategic Efforts and Engagement with the IT and Marketing and Creative Services Teams to Promote CON Research, Innovation, & Accomplishments

### Current Status

On Track

### Action Item Implementation Tasks

- 1: Maintenance of Marketing Committee and Engagement with Center for Nursing Research
- 2: Representation of IT and Marketing and Creative Services Teams at Routine Research Meetings
- 3: Continued Revisions of CON Website Based on Current Research Centers of Excellence, Funded Projects, Research Teams and Projects, Links to PURE, etc.

### Action Item Metrics

- 1: Marketing/IT Rep presence at CNR monthly meeting
- 2: 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).

### Responsible Party

1. Assoc. Dean, Research & Innovation
2. Dir. of IT, Marketing and Creative Svc.
3. Dir. of Grants and Contracts
4. IT Staff
5. Marketing, Creative Svc. Staff
6. Marketing Comm.

### Start Date

09/01/2021

### Target Date

04/30/2025

### Action Item Progress

---

#### Date Entered

03/29/2023

#### Reporting Period

2022 - 2023

#### Implementation Progress

The College's website continues to be updated by our Marketing and IT teams. Marketing/IT continue to participate in monthly research faculty meetings. We continue to work closely with Marketing on showcasing research in terms of posters and power points.

#### Action Item Status

On Track

## 2.4: Diversify Research Funding Sources

---

### Unit Objective

Increase & Diversify the Research Portfolio and Funding Sources

### Objective Status

On Track

### Objective Year(s)

2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025

### Key Performance Indicator(s)

1. Growth in number of NIH and/or government sponsored grant submissions over the 5-year plan.
2. Growth in number of other grant submissions over the 5-year plan.

### Target Completion Date

12/31/2025

### Mapping

#### Penn State Foundations:

- F5 - Driving Economic Development

# Strategic Plan (2020 - 2025) - Nursing, College of

## Penn State Thematic Priorities:

- EH - Penn State will be a leader in promoting quality of life through comprehensive approaches to enhancing personalized and population health, achieved through a commitment to and investment in relevant research, education, clinical practice, and outreach.

## Penn State Supporting Elements:

- IS2 - Invest In Resources Creatively And Systematically
- IS5 - Align Fundraising To Address Specific Needs

## Action Items

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### 2.4.1: Enhance Research Portfolio

#### **Current Status**

On Track

#### **Action Item Implementation Tasks**

- 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)
- 2: Increase Number of Other (e.g., Professional Organizations, Foundations, Corporations) Grant Submissions by 20% from 2020-2025 (over the five-year period)
- 3: Representation of Development at Routine Research Meetings to Increase Collaboration between Research and Development Teams

#### **Action Item Metrics**

- 1: Number of NIH and/or Government Sponsored Grant Submissions (e.g., HRSA, PCORI) increased by total 25% over the five years.
- 2: Number of Other (e.g., Professional Organizations, Foundations, Corporations) Grant Submissions increased by total 20% over the five years.

#### **Responsible Party**

1. Assoc. Dean, Research & Innovation
2. Dir. of Grants and Contracts
3. Faculty
4. Grants and Contracts Staff
5. Dir. of Dev. and Alumni Relations
6. Dean

#### **Start Date**

01/01/2021

#### **Target Date**

12/31/2025

## **Action Item Progress**

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#### **Date Entered**

03/29/2023

#### **Reporting Period**

2022 - 2023

#### **Implementation Progress**

Our grant number decreased and our funding was down- a plan is being implemented to improve this. Our # of tenure track faculty was down by 4 this year- we are actively recruiting, and have hired 2 new faculty as of Fall 2023.

#### **Action Item Status**

On Track

# Strategic Plan (2020 - 2025) - Nursing, College of

## Goal 3

---

### Stewardship of Our Planet's Resources and Community Relationships

#### Goal

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.

#### 3.1: Integrate Stewardship into Curriculum

---

##### Unit Objective

Stewardship of Our Planet's Resources and Sustainability is Integrated into all Levels of the Curriculum

##### Objective Status

On Track

##### Objective Year(s)

2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025

##### Key Performance Indicator(s)

1. Sustainability reviews completed for both undergraduate and graduate curriculum by end of third year of the 5-year plan.
2. Subsequent reviews incorporated into regular 3-year curriculum review cycle.

##### Target Completion Date

12/31/2025

##### Mapping

###### Penn State Foundations:

- F6 - Ensuring A Sustainable Future

###### Penn State Thematic Priorities:

- TE - Penn State will be a leader in the transformation of education, including enhancing access to it, as it fulfills its land-grant mission in a 21st-century context and continues to drive discovery-focused research across disciplines.

###### Penn State Supporting Elements:

- No Associated Supporting Element Connection

##### Action Items

---

#### 3.1.1: Integrate Sustainability into Undergraduate and Graduate Curriculum

##### Current Status

On Track

##### Action Item Implementation Tasks

- 1: Assess Undergraduate and Graduate Level Curriculum to Address Sustainability Development Goals (SDGs) fit into Core Courses
- 2: Modify Undergraduate and Graduate Level Curriculum to Incorporate Sustainability Development Goals (SDGs) into Core Courses

##### Action Item Metrics

- 1: Undergraduate curriculum was reviewed by Sustainability Institute in 2018. Subsequent reviews by CON Sustainability Council to coincide with regular 3-year curriculum review cycle.
- 2: 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.

##### Responsible Party

1. Assoc. Dean, Undergrad. Ed. 2. Assoc. Dean, Grad. Ed. 3. Sustainability Institute Rep. 4. Undergrad. and Grad. Curriculum/Ed. Comm. 5. CON Sustainability Council

# Strategic Plan (2020 - 2025) - Nursing, College of

**Start Date**  
09/01/2022

**Target Date**  
04/30/2023

## Action Item Progress

---

**Date Entered**  
03/29/2023

**Reporting Period**  
2022 - 2023

### Implementation Progress

1. Review complete for undergraduate (2021-2022) and graduate curriculum (2022-2023) 2. NA – undergraduate review due 2024-2025; Graduate curriculum due 2025-2026. 3. Example of stewardship activity was award for a Sustainability grant for medication reminder cassettes in older adults. This project will focus on medication reminders and education about proper disposal of medication and planned for implementation in 2023.

**Action Item Status**  
On Track

## Action Items

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3.1.2: Understand Barriers which Inhibit Incorporation of the Sustainability Development Goals (SDGs) into College of Nursing Curriculums

**Current Status**  
On Track

### Action Item Implementation Tasks

- 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
- 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.
- 3: Identify Mechanisms to Target Identified Educational and Curriculum Needs related to the Administered Survey

### Action Item Metrics

- 1: 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).
- 2: 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).

### Responsible Party

1. Assoc. Dean, Undergrad. Ed. 2. Assoc. Dean, Grad. Ed. 3. CON Sustainability Comm. 4. CON Sustainability Council

**Start Date**  
09/01/2021

**Target Date**  
04/30/2023

## Action Item Progress

---

**Date Entered**  
03/29/2023

**Reporting Period**  
2022 - 2023



# Strategic Plan (2020 - 2025) - Nursing, College of

## Implementation Progress

Survey that was distributed to UG faculty in Spring 2021 and Fall 2021 will be redistributed. We will consult with Sustainability council on how to increase survey participation.

## Action Item Status

On Track

### 3.2: Integrate Stewardship into Research

---

#### Unit Objective

Stewardship of Our Planet's Resources and Sustainability is Integrated into Research & Innovation within the College of Nursing

#### Objective Status

On Track

#### Objective Year(s)

2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025

#### Key Performance Indicator(s)

1. Sustainability review completed of research in fourth year of the 5-year plan.
2. Subsequent reviews on 3-year cycle.

#### Target Completion Date

12/31/2025

#### Mapping

##### Penn State Foundations:

- F6 - Ensuring A Sustainable Future

##### Penn State Thematic Priorities:

- SP6 - Forge Broad And Relevant Partnerships
- SP8 - Formulate and Promote Policy Solutions and Best Practices

##### Penn State Supporting Elements:

- CO1 - Focus On Impact Through Partnerships

#### Action Items

---

##### 3.2.1: Engagement and Partnership with the College of Nursing Sustainability Council

#### Current Status

On Track

#### Action Item Implementation Tasks

- 1: Identify Liaison between the Center for Nursing Research and the Sustainability Council to Attend Meetings and Disseminate Information, Lessons Learned
- 2: Categorize Current Research and How it Fits within the Sustainability Framework of the University/College and Sustainability Development Goals (SDGs)
- 3: Promote Sustainability within Current and Future Research and Innovation Endeavors within the College of Nursing

#### Action Item Metrics

- 1: Research reviewed by Sustainability Institute in year 4 (2023-2024). Subsequent reviews performed by CON Sustainability Council on three-year cycle.
- 2: CNR Liaison on CON Sustainability Council appointed year 2 (2021-2022), monthly engagement with CNR.

#### Responsible Party

1. Assoc. Dean, Research & Innovation
2. Center, Nursing Research Staff
3. CON Sustainability Council

#### Start Date

09/01/2021

# Strategic Plan (2020 - 2025) - Nursing, College of

## Target Date

04/30/2024

## Action Item Progress

---

### Date Entered

03/29/2023

### Reporting Period

2022 - 2023

### Implementation Progress

Objective progress update: NA – due 2023-2024

### Action Item Status

On Track

## Action Items

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3.2.2: Foster Strategic Partnerships between the College of Nursing and Community Partners Focused on Sustainability

### Current Status

On Track

### Action Item Implementation Tasks

1: Partner with Local and Regional Healthcare Systems to Review and Promote Sustainable Health Behaviors in the Workplace

### Action Item Metrics

1. List of partnerships forged to focus on sustainability. (2021-2022)
2. Establish list and plan for growth in year 2 (2021-2022)
3. Extend list and activities in year 3 (2022-2023) and beyond.

### Responsible Party

1. Office of Outreach and Prof. Dev. 2. CON Sustainability Council 3. CON Center Directors (eg CGNE SAFE-T)

### Start Date

09/01/2021

### Target Date

04/30/2023

## Action Item Progress

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### Date Entered

03/29/2023

### Reporting Period

2022 - 2023

### Implementation Progress

The Sustainability Council developed a list of partnerships in May 2022. Discussions have started and a plan for growth is currently being developed.

### Action Item Status

On Track

3.3: Forge Partnerships with Development and Alumni Relations

---

### Unit Objective

Forge Partnerships with Development and Alumni Relations

# Strategic Plan (2020 - 2025) - Nursing, College of

## Objective Status

On Track

## Objective Year(s)

2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025

## Key Performance Indicator(s)

1. Growth in number of annually funded and endowed accounts stewarded by the Development and Alumni Relations office over the 5-year plan.
2. Growth in participation in the Dean's Giving Society over the 5-year plan.
3. Growth in annual membership in the College of Nursing Alumni Society over the 5-year plan.
4. Growth in number of annual discrete gift transactions over the 5-year plan.

## Target Completion Date

12/31/2025

## Mapping

### Penn State Foundations:

- F0- No Foundation Connection

### Penn State Thematic Priorities:

- No Associated Thematic Priority Connection

### Penn State Supporting Elements:

- CO1 - Focus On Impact Through Partnerships
- IS5 - Align Fundraising To Address Specific Needs

## Action Items

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3.3.1: Explore and Evaluate Development Structures and Outcomes

## Current Status

On Track

## Action Item Implementation Tasks

- 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.
- 2: Increase the resources generated through the philanthropy (all stakeholders) to support the strategic goals of the College of Nursing.
- 3: Increase philanthropic support of faculty and staff of the College.

## Action Item Metrics

- 1: 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
- 2: 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.
- 3: Track participation in the Dean's Giving Society with a goal of increasing participation by 5% annually from 2020-2025.

## Responsible Party

1. Dean 2. Dir. of Dev. and Alumni Relations

## Start Date

01/01/2021

## Target Date

12/31/2025

# Strategic Plan (2020 - 2025) - Nursing, College of

## Action Item Progress

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### Date Entered

03/29/2023

### Reporting Period

2022 - 2023

### Implementation Progress

Baseline established:

#### 2020-2021

1. FY 2020-2021 had 60 annually funded and endowed accounts.
2. FY 2020-2021 had 33 faculty/staff in Dean's Giving Society
3. As of July 2021, we had 1,905 nursing alumni who were members of the alumni association.
4. FY 2020-2021 had 355 discrete gift transactions.

#### 2021-2022

1. FY 2021-2022 had 65 annually funded and endowed accounts.
2. FY 2021-2022 had 56 faculty and staff in Dean's Giving Society.
3. As of July 2022, we had 2,028 nursing alumni who were members of the alumni association.
4. FY 2021-2022 had 482 discrete/distinct gift transactions. \*This includes only gifts, not pledges, and only counts gifts once if from a couple.

#### 2022-2023 (so far)

1. FY 2022-2023 has 66 annually funded and endowed accounts.
2. FY 2022-2023 had 43 faculty and staff in Dean's Giving Society
3. College of Nursing alumni that are noted in the census is: 13,153 (2,478 are Association members/19%).
4. FY 2022-2023 has 370 discrete/distinct gift transactions. \*This includes only gifts, not pledges, and only counts gifts once if from a couple.

### Action Item Status

On Track

## Action Items

---

3.3.2: Evaluate the Impact of College of Nursing Alumni in supporting the College's Mission, Vision, Values, and Strategic Plan

### Current Status

On Track

### Action Item Implementation Tasks

- 1: Evaluate the CON Alumni Society Board in its efforts to contribute meaningfully to the College of Nursing's Strategic Plan.
- 2: Increase participation of Nursing alumni in advancing the College of Nursing's mission and strategic goals.
- 3: Increase membership of the College of Nursing's Alumni Society.
- 4: Increase philanthropic support and commitment of College of Nursing alumni.

### Action Item Metrics

- 1: Work with CON Alumni Society Board to update its strategic plan and priorities, and to identify meaningful and measurable goals by the by the end of year 2 (FY 22).
- 2: 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)
- 3: Track alumni touchpoints to develop a baseline by the end of year 2 (FY 22).
- 4: Increase alumni touchpoints increasing participation by 4% annually from 2023-2025.

## Strategic Plan (2020 - 2025) - Nursing, College of

5: 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.

6: 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.

### Responsible Party

1. Dean 2. Dir. of Dev. and Alumni Relations

### Start Date

07/01/2021

### Target Date

12/31/2025

### Action Item Progress

---

#### Date Entered

03/29/2023

#### Reporting Period

2022 - 2023

#### Implementation Progress

Alumni service touchpoints were operationalized and a baseline was established (see 3.3.1 update). We can now begin proposing ways to increase participation and membership, as well as the number of gift transactions, and tracking their effect each year.

#### Action Item Status

On Track

## Goal 4

---

Using the Arts & Humanities to Address Political, Social, and Practice Challenges in Nursing

### Goal

The Penn State College of Nursing will integrate arts and humanities as a way to address political, social, and practice challenges experienced in providing nursing care.

#### 4.1: Evaluate Inclusion of Arts & Humanities

---

#### Unit Objective

Evaluate the Current Inclusion of Arts & Humanities Across the College of Nursing

#### Objective Status

On Track

#### Objective Year(s)

2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025

#### Key Performance Indicator(s)

1. Evaluation of engagement in Arts & Humanities initiatives across the College and University
2. Evaluation of Arts & Humanities in curriculum completed in accordance with the new AACN Essentials in fourth year of 5-year plan.

#### Target Completion Date

12/31/2025

#### Mapping

Penn State Foundations:

- F2 - Engaging Our Students

# Strategic Plan (2020 - 2025) - Nursing, College of

## Penn State Thematic Priorities:

- AH3 - Prepare Students With The Skills To Work Together To Develop Ethically And Historically Informed Solutions To Our Most Pressing Problems

## Penn State Supporting Elements:

- No Associated Supporting Element Connection

### Action Items

---

4.1.1: Further Embed Arts & Humanities at the Undergraduate and Graduate Levels

#### **Current Status**

On Track

#### **Action Item Implementation Tasks**

- 1: Assess Current Curriculum through a Curriculum Mapping Process Focused on Addressing Healthcare Policy for Nurses
- 2: Revise Current Curriculum to Address Gaps in Knowledge and meet Essentials Focused on Policy

#### **Action Item Metrics**

Evaluated A&H (particularly policy for nurses) according to new AACN Essentials by year 4 (2023-2024).

#### **Responsible Party**

1. Dean 2. Assoc. Dean, Undergrad. Ed. 3. Assoc. Dean, Grad. Ed. 4. Assist. Dean, Undergrad. Nursing Ed. at the CC 5. CON Ed. and Curriculum Comm.

#### **Start Date**

09/01/2023

#### **Target Date**

04/30/2024

#### **Action Item Progress**

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##### **Date Entered**

03/29/2023

##### **Reporting Period**

2022 - 2023

##### **Implementation Progress**

Evaluation of Arts and Humanities in curriculum according to new AACN essentials expected in year 4 (2023-2024).

##### **Action Item Status**

On Track

### Action Items

---

4.1.2: Develop, deliver, and evaluate survey of Arts & Humanities engagement for students, faculty, and staff across the College.

#### **Current Status**

On Track

#### **Action Item Implementation Tasks**

- 1: Assess current engagement in Arts & Humanities courses, activities, and initiatives at the College and University levels.
- 2: Assess change in engagement in Arts & Humanities courses, activities, and initiatives at the College and University levels from 2021-2022 to 2024-2025.

# Strategic Plan (2020 - 2025) - Nursing, College of

## Action Item Metrics

Determine students, faculty, and staff Arts & Humanities engagement in 2021-2022 and 2023-2024 academic years; evaluate growth.

Evaluate engagement in the College of Nursing, College of Medicine including the College of Medicine Humanities Department and Bioethics.

## Responsible Party

1. Nikki Hill 2. Andrea Sillner

## Start Date

09/01/2021

## Target Date

04/30/2023

## Action Item Progress

---

### Date Entered

03/29/2023

### Reporting Period

2022 - 2023

### Implementation Progress

Survey developed and delivered to students, faculty, and staff at all campuses. Responses have been summarized and report provided to the Dean and workgroup members.

### Action Item Status

Completed

## 4.2: Grow Arts & Humanities

---

### Unit Objective

Grow Arts & Humanities outreach activities across the College of Nursing

### Objective Status

On Track

### Objective Year(s)

2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025, 2025 - 2026

### Key Performance Indicator(s)

Increase College of Nursing student, faculty, and staff engagement in Arts & Humanities

### Start Date

09/01/2021

### Target Completion Date

04/30/2024

### Mapping

#### Penn State Foundations:

- F2 - Engaging Our Students

#### Penn State Thematic Priorities:

- AH3 - Prepare Students With The Skills To Work Together To Develop Ethically And Historically Informed Solutions To Our Most Pressing Problems

#### Penn State Supporting Elements:

- No Associated Supporting Element Connection

### Action Items

---

## Strategic Plan (2020 - 2025) - Nursing, College of

4.2.1: Identify Opportunities for Research, Outreach, and Professional Development with an Emphasis on the Arts & Humanities

### Current Status

On Track

### Action Item Implementation Tasks

- 1: Investigate current Arts & Humanities opportunities relevant to interests of the College of Nursing community.
- 2: Share and promote relevant activities with the College of Nursing community.

### Action Item Metrics

Increase College of Nursing engagement in Arts & Humanities opportunities from year 2 to year 5.

### Responsible Party

1. Nikki Hill 2. Andrea Sillner

### Start Date

09/01/2021

### Target Date

04/30/2024

### Action Item Progress

---

#### Date Entered

03/29/2023

#### Reporting Period

2022 - 2023

#### Implementation Progress

College survey results have been reviewed and specific individuals, activities, and opportunities identified.

#### Action Item Status

Completed

### Action Items

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4.2.2: Develop and implement an annual collaborative Arts & Humanities event based on a College-selected thematic area

### Current Status

On Track

### Action Item Implementation Tasks

- 1: Select thematic area of focus for each academic year, beginning 2022-2023, based on College interests.
- 2: Hold annual Arts & Humanities-focused event for College and community partners.

### Action Item Metrics

- 1: Develop thematic area plan for AYs 2022-2023, 2023-2024, and 2024-2025 based on survey results.
- 2: Host at least one Arts & Humanities-focused event for College and community partners each AY beginning 2022-2023.

### Responsible Party

Initial: 1. Nikki Hill 2. Andrea Sillner Subsequent Years: 1. Subgroup member leading thematic area

### Start Date

09/01/2021

### Target Date

04/30/2025



# Strategic Plan (2020 - 2025) - Nursing, College of

## Action Item Progress

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**Date Entered**

03/29/2023

**Reporting Period**

2022 - 2023

**Implementation Progress**

Thematic areas have been ranked by students, faculty, and staff. Area of focus was selected by workgroup. For 2022-2023 AY it was an art contest led by Carranda Barkdoll to gain a sense of those currently engaged in Arts & Humanities related to the 3 C's of Nursing across the commonwealth within the College. The 2023-2024 AY area of focus will be selected over the summer 2023 and a new lead, who is currently part of the workgroup, will be identified at that time.

**Action Item Status**

On Track

### Action Items

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#### 4.2.3: Establishment and Expansion of "The Art of Nursing" Club

**Current Status**

On Track

**Action Item Implementation Tasks**

- 1: Official establishment of 'The Art of Nursing' Undergraduate Club by AY 2022-2023.
- 2: Expand 'The Art of Nursing' Club to Graduate Student by AY 2024-2025.

**Action Item Metrics**

1. List of active undergraduate members by end of 2022-2023
2. List of active graduate members by end of 2024-2025.

**Responsible Party**

1. Nikki Hill
2. Andrea Sillner

**Start Date**

09/01/2022

**Target Date**

04/30/2025

## Action Item Progress

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**Date Entered**

03/29/2023

**Reporting Period**

2022 - 2023

**Implementation Progress**

Identification of The Art of Nursing Club leadership at the UG has been done; however, leadership for clubs changes with each AY.

**Action Item Status**

On Track

### 4.3: Engage in Policy Development

---

**Unit Objective**

Increase Engagement in Policy Development, Implementation, and Revisions to include Local, State, and National Levels

# Strategic Plan (2020 - 2025) - Nursing, College of

## Objective Status

On Track

## Objective Year(s)

2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025

## Key Performance Indicator(s)

Development of method for tracking faculty engagement in policy in second year of 5-year plan and report as annual table thereafter.

## Target Completion Date

12/31/2025

## Mapping

### Penn State Foundations:

- F2 - Engaging Our Students

### Penn State Thematic Priorities:

- EH5 - Inform Governmental Health Policy

### Penn State Supporting Elements:

- CO1 - Focus On Impact Through Partnerships

## Action Items

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4.3.1: Policy Engagement across the University, at the Local and Community Level, and at the State and National/Federal Level

## Current Status

On Track

## Action Item Implementation Tasks

- 1: Faculty and Staff Participation and Engagement in Committees across the University that create/impact Policy (e.g., Faculty Senate, Graduate Council)
- 2: Faculty and Staff Participation and Engagement in Local, State, and Community Organizations that create/impact Policy
- 3: Faculty and Staff Participation and Engagement at the National/Federal Level in Organizations that create/impact Policy

## Action Item Metrics

- 1: Worked with Activity Insight Team and Faculty to capture service related to policy in year 2 (2021-2022).
- 2: 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)

## Responsible Party

1. Dean 2. Assoc. Dean, Undergrad. Ed. 3. Assoc. Dean, Grad. Ed. 4. Assist. Dean, Undergrad. Nursing Ed. at the CC

## Start Date

09/01/2021

## Target Date

04/30/2024

## Action Item Progress

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### Date Entered

03/29/2023

### Reporting Period

2022 - 2023

# Strategic Plan (2020 - 2025) - Nursing, College of

## Implementation Progress

Previous Data Analyst posed question to Activity Insight Oversight Committee meeting. One way to capture it is through the Service area. However, it would require faculty to enter text in a very specific way, so when the service data is exported, it can easily be identified and compiled. It may be better to capture this information through an annual survey distributed to faculty during 2023-2024.

## Action Item Status

Not Started

## Goal 5

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### Service through Outreach and Digital Innovations

#### Goal

The Penn State College of Nursing will provide service through outreach and by effectively using digital innovations across the Commonwealth and beyond.

#### 5.1: Create Outreach Center

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##### Unit Objective

Create Center to represent outreach, professional development, DEI, wellness, and leadership initiatives by the College.

##### Objective Status

On Track

##### Objective Year(s)

2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025, 2025 - 2026

##### Key Performance Indicator(s)

Development of a funding plan for outreach, professional development, DEI, wellness, and leadership by end of 5-year plan.

##### Start Date

09/01/2021

##### Target Completion Date

04/30/2025

##### Mapping

###### Penn State Foundations:

- F1 - Enabling Access To Education
- F5 - Driving Economic Development

###### Penn State Thematic Priorities:

- DI1 - Create digital solutions to new and emerging challenges

###### Penn State Supporting Elements:

- CO2 - Provide Expanded Access To Penn State Resources
- IS2 - Invest In Resources Creatively And Systematically

##### Action Items

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5.1.1: Create implementation plan.

##### Current Status

On Track

##### Action Item Implementation Tasks

1. Implement center structure and functions.
2. Develop a Web-Based Portal for All Online Professional Development Events and Trainings.

# Strategic Plan (2020 - 2025) - Nursing, College of

## Action Item Metrics

1. Successful implementation plan for Center activities.
2. Source a technology platform to support outreach and professional education personalized experiences (like Ag Extension).  
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 tech platform.  
Reporting: Annual progress updates.

## Responsible Party

1. Assoc. Dean, DEI
2. Assist. Dean, Outreach & Prof. Dev.
3. Office and Staff of Assist. Dean, Outreach & Prof. Dev.
4. Dir. of Alumni Relations
5. Diversity Comm.
6. IT/Marketing Services,
7. Instructional Design,
8. Nurse Ldr Initiative Dir

## Start Date

09/01/2021

## Target Date

04/30/2025

## Action Item Progress

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### Date Entered

03/29/2023

### Reporting Period

2022 - 2023

### Implementation Progress

1. Ongoing, continued engagement with AG Extension to help create CVENT portals for events requiring registration. Dialogue with AG Extension to see if we can have Nursing branded materials linked to Extension portal.

### Action Item Status

On Track

## 5.2: Be Premier Outreach Source

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### Unit Objective

Be a Premier Source of Outreach and Professional Development Opportunities within the Commonwealth and Beyond

### Objective Status

On Track

### Objective Year(s)

2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025

### Key Performance Indicator(s)

1. Growth in number of annual activities offered by type over 5-year plan.
2. Development of a technology platform to support Outreach and Professional Development (timeline TBD – contingent on funding and may exceed 5-year plan).
3. Develop plan for content priorities for outreach, professional development, DEI, wellness, and leadership.

### Target Completion Date

12/31/2025

### Mapping

#### Penn State Foundations:

- F1 - Enabling Access To Education
- F5 - Driving Economic Development

# Strategic Plan (2020 - 2025) - Nursing, College of

## Penn State Thematic Priorities:

- DI1 - Create digital solutions to new and emerging challenges

## Penn State Supporting Elements:

- CO2 - Provide Expanded Access To Penn State Resources
- IS2 - Invest In Resources Creatively And Systematically

### Action Items

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5.2.1: Create Content and Align with Possible Digital Solutions to New and Emerging Challenges

#### **Current Status**

On Track

#### **Action Item Implementation Tasks**

- 1: Create Outreach and Professional Development Activities that Reflect Diversity, Equity & Inclusion, Wellness, and Leadership
- 2: Develop a Plan for Funding and Sustaining Outreach and Professional Development Action item, Including Grant Proposal Submissions to Ties Processes and Resources
- 3: Propose digital solutions to support delivery of content and user experience

#### **Action Item Metrics**

Plan completion after 1 year.

#### **Responsible Party**

1. Assoc. Dean, Equity & Inclusion 2. Assist. Dean, Outreach & Prof. Dev. 3. Office and Staff of Assist. Dean, Outreach & Prof. Dev. 4. Dir. of Dev. and Alumni Relations 5. Diversity Comm. 6. Nursing Leadership Initiative Director

#### **Start Date**

09/01/2021

#### **Target Date**

04/30/2022

#### **Action Item Progress**

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##### **Date Entered**

03/29/2023

##### **Reporting Period**

2022 - 2023

##### **Implementation Progress**

1. Successfully partnered with the development office to attach continuing education credits to the inaugural Gunter-Gooding DEI Lecture series that was conducted on October 5, 2022. It featured Dr. G. Rumay Alexander EdD, RN, FAAN and her topic was, "From the Hall to the Walls: A Racial Reckoning in Nursing". The plan going forward is to always have continuing education hours attached to this annual DEI lecture series. We will also do the same for future professional development activities that have DEI focus.

##### **Action Item Status**

On Track

### Action Items

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5.2.2: Enhance Online Outreach/Education through Technology-Based Personalization Central to the 21st Century Land-Grant Mission

#### **Current Status**

On Track

# Strategic Plan (2020 - 2025) - Nursing, College of

## Action Item Implementation Tasks

- 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)
- 2: Develop a Virtual Speaker Series for Outreach/Education, Professional Development Events, and Alumni/Development with the Opportunity to Transition to In-Person Format
- 3: Create a Calendar and Repository of Virtual and/or In-Person Opportunities for Faculty, Staff, Student, and Community Engagement
- 4: Develop formal plan to document history of the College.

## Action Item Metrics

1. Integration Plan completed after year 1.
2. History of College plan outlined by end of year 2.

## Responsible Party

1. Assist. Dean, Outreach & Prof. Dev. 2. Office and Staff of Assist. Dean, Outreach & Prof. Dev. 3. IT and Marketing, Media, and Creative Services Staff 4. College of Nursing Center Directors

## Start Date

09/01/2021

## Target Date

04/30/2025

## Action Item Progress

---

### Date Entered

03/29/2023

### Reporting Period

2022 - 2023

### Implementation Progress

4. Engaged with the universities library archivist to help to obtain in-depth historical information on Dr. Laurie Gunter and Dr. Marion Gooding who were both African American women who served as directors of the college of nursing in the 1970's and 1980's. The information on their lives will be added to both the colleges' general history but also to the college's updated DEI website that is in progress.

### Action Item Status

On Track

## Action Items

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5.2.3: Workforce Development Across a Variety of Educational Topic Areas in Nursing, Healthcare, DEI, Leadership, and/or Wellness/Well-Being

### Current Status

On Track

### Action Item Implementation Tasks

- 1: Build Formal Connections with Commonwealth Campus Continuing Education Infrastructure
- 2: Formalize Connections with Customer Stakeholders (e.g., Healthcare Systems) for Workforce Development

### Action Item Metrics

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.

### Responsible Party

1. Assist. Dean, Outreach & Prof. Dev. 2. Office and Staff of Assist. Dean, Outreach & Prof. Dev. 3. Assist. Dean, Undergrad. Nursing Ed. at the CC 4. IT and Marketing, Media, and Creative Services Staff 5. Alumni Relations

# Strategic Plan (2020 - 2025) - Nursing, College of

**Start Date**

09/01/2021

**Target Date**

04/30/2022

**Action Item Progress**

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**Date Entered**

03/29/2023

**Reporting Period**

2022 - 2023

**Implementation Progress**

1. Bi-weekly meeting structure established to integrate outreach, professional development, DEI, wellness, leadership, and sustainability. 2. Growth in 2022 Nursing Continuing Professional Development (contact hour) activities from 2021. Number of programs 51 (8% increase), Number of Contact Hours Offered 190.75 (39% increase), Number of Registered Nurses Received Contact Hours 779 (32% increase), Number of Contact Hours Issued 3038.75 (47% increase). 3. Established outreach engagements for UG students in NURS 415 for Influenza and COVID-19 vaccine clinics, COVID-19 testing, and 'Out of the Cold' homeless shelter visits. 4. Leadership Update: Began the WE LEAD Leadership Academy with an inaugural class of 18 undergraduate students representing UP and five of the commonwealth campuses and provided a two-day fall and three-day spring weekend workshop to participants; Delivered four Inspirational Leader Presentations to WE LEAD students and College community; Coordinated Spring Leadership Conference in collaboration with Vallance Lectureship incorporating Alumni Board members; Initiated WE LEAD Reads in Spring 2023.

**Action Item Status**

On Track

**Action Items**

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5.2.4: Outreach with the College, University and Surrounding Communities related to Wellness and Wellbeing Initiatives

**Current Status**

On Track

**Action Item Implementation Tasks**

- 1: Facilitate Engagement between the CON Building Healthy Academic Communities (BHAC) Team and all Faculty, Staff, and Students
- 2: Build Academic Partnerships and Wellness Initiatives through College of Nursing Building Healthy Academic Communities (BHAC) Team Across the University and Communities
- 3: Establish and sustain a wellness program for all faculty, staff and students in the CON. Target 1-2 years and beyond.

**Action Item Metrics**

Sustained wellness and wellbeing outreach. Sustained workforce development program in health and leadership related areas. 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. Establish wellness program in College.

**Responsible Party**

1. Assist. Dean, Outreach & Prof. Dev. 2. Office and Staff of Assist. Dean, Outreach & Prof. Dev. 3. Faculty Council 4. Staff Council 5. BHAC CON Team Members

# Strategic Plan (2020 - 2025) - Nursing, College of

**Start Date**

09/01/2021

**Target Date**

04/30/2023

**Action Item Progress**

---

**Date Entered**

03/29/2023

**Reporting Period**

2022 - 2023

**Implementation Progress**

1. Initiated MINDSTRONG/MINDBODYSTRONG wellness program for students, faculty, and staff from all campuses with nursing programs. Trained 32 MINDSTRONG/MINDBODYSTRONG facilitators. Conducted 29 MINDSTRONG sessions and 17 MINDBODYSTRONG sessions. Participants included 431 undergraduate nursing students, 61 faculty/staff, and 30 graduate nursing students.

**Action Item Status**

On Track