

Strategic Plan: Race to Care and Excellence

CELCON Mission

The Christine E. Lynn College of Nursing, as an integral part of Florida Atlantic University, is committed to the pursuit of higher education grounded in the arts, sciences and humanities. Faculty of the College support the University mission of teaching, research/scholarship and service within an environment that fosters inclusiveness. FAU's College of Nursing is dedicated to caring, advancing the science, studying the meaning, practicing the art, and living caring day-to-day.

CELCON Vision

The Florida Atlantic University Christine E. Lynn College of Nursing will be the international preeminent leader in advancing caring science through its dynamic, innovative, caring-based education, research, scholarship, and practices.

FAU Race to Excellence

Florida Atlantic University's strategic plan, The Race to Excellence, defines six priority characteristics in the attainment of becoming a public university that excels in research and adds value for all stakeholders. These six priority characteristics are:

Boldness – A uniquely competitive and globalized student body. Build a geographically-diverse population of students who excel in focused academic areas and engage in enriching activities that drive them to timely graduation and successful futures.

Synergy – Prominent teams of researchers and scholars. Invest in focused pillars and platforms— connecting the most talented faculty, staff and students to expand on the robust culture of nationally respected research and inquiry.

Place – Deep engagement with South Florida's global communities. Partner with a diverse set of local stakeholders and enhance the physical spaces to build upon the unique cultural, demographic and environmental characteristics of each campus community – striving for leadership in developing the South Florida culture and economy.

Quality – Continuously-assessed and evolving best practices. Design a resilient, lean organization— based on best logistical practices—that identifies economies of scale and incorporates new technologies to promote institutional development.

Brand – National reputation for excellence. Communicate the incredible stories of the University to an increasingly eGlobal audience, so that key internal stakeholders can link with external constituency groups.

Strategy – Wise and innovative allocation of resources. "Budget to the plan" and pursue new revenue streams to make FAU self-reliant and thriving in the midst of competitive public and private funding opportunities.

U.S. News & World Report CELCON 2023 Rankings	
Best Online Programs - Grad Nursing Administration & Leadership	#17
Best Online Programs - Grad Nursing	#31
Best Grad Schools – Nursing Master’s Degree	#38
Best Grad Schools – Nursing Doctor of Nursing Practice	#74

Summary of The Process

Starting in September 2020, eight virtual meetings were held that included various stakeholders in the FAU CELCON community. The first meeting asked stakeholders to consider the following three questions:

- 1) What do you consider the strengths of the College of Nursing, and what do you like most about it?
- 2) What would you love to see possible for and by the College over the next two decades?
- 3) What would indicate progress in the direction of these dreams within the next 2 years?

A summary of the data from these sessions was used to establish five-year goals. Stakeholders then used these five-year goals to develop two-year objectives (a.k.a. progress indicators). The team then prioritized projects to launch in the next two-quarters. These are projects that can create momentum in the direction of the two-year objectives. Finally, the team analyzed the data and selected projects for immediate launch. The Core Group created eight project teams in the following areas:

- Create the FAU CELCON Alumni Association
- Create a culture of inclusive excellence
- Build a robust research enterprise of federally funded nursing and caring science research and provide enhanced and tailored research support to faculty
- Develop Expansion plans
- Enhance our external communication, marketing and social media presence
- Provide awards and recognition for faculty, staff, and students
- Increase focused, high-impact publications in peer-reviewed journals
- Enhance our engagement with the community, including FAU Community, local South Florida communities, and statewide, national and global communities.

Each project team has leads or co-leads who were briefed on good project management practices and technology uses to support the needs of the project. Every two quarters, the Core Group will review progress, learnings, and relevant changes and trends. Based on these, the Core Group will refresh the two-year progress indicators and next two quarter projects.

Strategic Plan: Race to Care and Excellence

20 Years From Now...

- We will maintain our status as the pinnacle of caring sciences and increase our presences on both the national and international stage.
- Several exchange programs and relationships with schools of nursing worldwide will be in place.
- CELCON alumni will be more engaged in mentorship, philanthropy, and volunteering.
- Our advanced degree offerings will be expanded to include public health and multi-discipline options.
- We will hold top state and national rankings for our BSN programs, PhD and advanced practice programs.
- Through research and community engagement, we will become a leader in specialty areas, such as Alzheimer's Disease and Related Disorders (ADRD), Dementia, and memory care.
- Our research compilation will have 50+ NIH funded projects.
- We will significantly increase enrollment in the CELCON, with diverse additions to faculty to support the students' needs and academic-practice partnerships.
- The CELCON campus in Boca Raton will include 3 more standalone buildings to include state of the art simulations centers, classroom space, wellness center, and study centers exclusively for nursing students.

2 Year Progress Indicators: How do we get there? (Goals)

- Incremental growth towards the top of U.S. News & World Report and world rankings for nursing programs. (Quality, Brand)
- ONRS further develops faculty support services to facilitate growth in faculty research and scholarship, resulting in increased, high-quality grant submissions, proposal development resources, research citations. (Synergy)
- Successful FAU and external university partnerships focused on University relevant research being applied and funded with the goal of improving health outcomes. (Place, Synergy)
- Develop and implement recruitment and retention strategies for both students and faculty to yield overall growth of our faculty and student body. (Boldness, Quality)
- Nationally and internationally recognized centers (Memory and Wellness Center, FAU/NCHA Community Health Center, ABI for the Advancement of Caring in Nursing). (Brand, Quality, Place)
- Achieve full Federally Qualified Healthcare Center (FQHC) status for the two locations of our FAU/Northwest Community Health Alliance Community Healthcare Center (CHC) in West Palm Beach, FL. (Brand, Quality, Place)
- Develop additional auxiliary programs to support the needs of our community. (Brand, Quality, Place, Strategy)
- Develop and grow our FAU CELCON alumni association. (Brand, Quality)
- Develop health-related minors in business, public health, and/or engineering at both the BSN level and graduate level. (Brand, Quality)
- Develop plans to expand our physical campus by 1-3 new buildings with the intention of creating state of the art simulation centers, expansion of the wellness center, classrooms and areas for students to gather and study. (Strategy, Place)

Strategic Plan: Race to Care and Excellence

- Increase NCLEX scores in undergraduate nursing programs at Boca Raton and Davie campus. (Strategy, Quality)
- Increase grant funding for research projects. (Strategy, Synergy)
- Promote the development and visibility of caring science articles in peer-reviewed journals. (Brand, Synergy)
- Develop and implement strategies to enhance recognition of faculty, staff and student achievements. (Quality, Strategy)
- Expand academic-practice partnerships and community organization partnerships. (Place, Boldness)

CELCON Proposed Strategic Projects (2021 – 2023)

Create the FAU CELCON Alumni Association (Boldness)

1. First Phase: Circulate surveys to graduates to capture non-FAU contact information.
2. Second Phase: Reinvigorate the CON Alumni Association through the Owl Network. The Owl Network consists of FAU alumni that have an interest in maintaining a strong connection with the University and other alumni.
3. Third Phase: Identify volunteer leaders for the network and build a CON alumni database dating back to 2017. (In 2023, 2,691 alumni. By 2025, projected 4,000 alumni)

Create a Culture of Inclusive Excellence Project Team (Boldness)

1. Focus on intentionally fostering the development of a diverse faculty and staff.

Develop faculty and staff demographic database. The first iteration of the database was presented to faculty and staff in 2022.

2. Ensure our diverse student body has mentors (or other resources) to properly support them in their studies and development of their nursing practices.

The project team organized a virtual Inclusive Learning Environment workshop for faculty and staff hosted by AACN in 2023 spring semester.

Sense of Belonging Campaign: A hybrid or in-person Sense of Belonging event for students, faculty and staff. The goal is to solicit student input on how best to support them through mentoring and other activities for student success.

Strategic Plan: Race to Care and Excellence

Build a robust research enterprise of federally funded nursing and caring science research and provide enhanced and tailored research support to faculty (Synergy, Strategy)

1. Recognize HRI researchers with each new year grant award. Research the use of a "Circle of Excellence" point system used in sales or Challenge Coins.
2. Reward/recognition for the faculty that submit grant proposals that are receiving high scores even if they are not funded/awarded.
3. Plan award ceremony for all the research awards at the joint Faculty and Staff Assembly with certificates of achievement.
4. Create incentives for senior research faculty who mentor junior faculty members (possibly a team approach). Consideration of stipends per semester.

Develop Expansion Plans (Place, Quality, Strategy)

1. Explore the addition of two offices on Boca Raton campus, one of which will be used for adjuncts to rotate in and out of as a secure place to hold office hours and speak privately with students.
2. Explore Jupiter/Davie campus office space to determine availability to house our more north or south area-based faculty and staff in order to free up space in Boca Raton campus.
3. Convert PhD student lounge into additional undergrad simulation area for the students to debrief.

Enhance our external communication, marketing and social media presence (Strategy, Brand)

1. Expand social media digital advertising of graduate programs.
2. Expand paid advertisements in nursing publications and conferences.
3. Hospital Outreach/Communications -- attend hospital Open Houses and Nursing Grand Rounds.
4. Develop intake form to capture information on how applicants learned about FAU College of Nursing to inform paid advertising strategy.

Increase focused, high-impact publications in peer-reviewed journals (Synergy, Quality, Brand)

1. Track number of Comprehensive Exam papers and Dissertations grounded in Caring Science, and those published, and not published.
2. Track numbers of articles published with key-word "Caring Science".
3. Track Number of Publications in targeted nursing journals.
4. Track Number of Comps Papers, Dissertations, Presentations, Publications, other Scholarship activities among Students and Faculty, that include Caring, Caring Science foundation, as part of annual survey.
5. Promote these papers, presentations and publications at conferences and events.
6. Promote Curricular change: integrate caring and caring science into all courses across programs.
7. Implement Learning Circles of Teaching/ Learning Caring in Nursing in cooperation with ABI.
8. Promote scholarship through writing groups, teaching groups, mentoring.
9. Promote scholarship through funding of open access publications in peer-reviewed, high-impact journals.

Strategic Plan: Race to Care and Excellence

Provide awards and recognition for faculty, staff, and students (Place, Brand, Strategy)

1. Plan awards ceremony for faculty, staff, and students at joint Faculty and Staff Assembly.
2. Work with faculty and student awards committees already in place.
3. Monitor external awards opportunities and communicate them to faculty/staff.
4. Add additional members to this committee including a student. There is already a liaison from the Faculty Awards committee and the Student Awards Committee.

At the awards ceremony, the following awards would be presented (including awards currently in place that are not already presented at another ceremony and our additional recommended awards):

1. Faculty Researcher of the Year (in CON) – based on research grants
2. Faculty Scholar of the Year (in CON) – based on publications
3. Faculty Award focused on Collaboration/Caring
4. Daisy Award (Faculty and Students - Pinning)
5. Collaborative Staff Award
6. Most Caring Colleague (Staff)
7. Above and Beyond Award (Staff)
8. Strategic Excellence Award (Faculty & Staff)
9. Community Partners Recognition
10. Student Worker of the Year

Enhance our engagement with the community, including FAU Community, local South Florida communities, and statewide, national and global communities (Place, Brand, Strategy)

Expand and strengthen academic-practice partnerships for clinical rotations, research and inter-professional education

1. Enhance the comprehensive database of community clinical placements across all programs and make it accessible to internal stakeholders (faculty, admin)
2. Create a standard operating procedure (SOP) for establishing and maintaining clinical placements
 - a. Continue with quarterly “Dialogues with Colleagues” as well as maintain active communication via emails and one-on-one meetings.
3. Create documents (communication materials) regarding benefits to community partners (preceptors, organizations, etc.)
 - a. Identify appropriate incentives/benefits based on level of engagement with CELCON.
 - b. Develop workshops along with a toolkit for faculty and staff on how to engage in the community.
4. Develop and strengthen mutually beneficial community partnerships and identify additional local, national and global community organizations to partner with on service learning, community outreach etc.
5. Develop a comprehensive database of possible community organizations whose vision and goals reflect those of the CELCON and serve on their boards and collaborate at some level.
6. Obtain the list of private and public high schools in Palm Beach and Broward Counties that offer the Medical Magnet Program.
7. Coordinate with high school guidance counselors to participate in Healthcare & Science Career Days.

Strategic Planning Model



APPENDIX

The Strategic Project Team's 2021- 2023 activities and progress-to-date are outlined in this document

Project Team Name	Focus Area / Key Characteristics	Strategic Goals	Proposal(s)	Measurable Objectives	Variables / Measure of Success	Resources Needed to Accomplish Objectives	Ready to Launch	Status of Project	Responsible Roles /Units/Groups
Alumni Association Project Team	Boldness	- Foster the sense of pride CELCON graduates have in their alma mater. - Develop a newsletter highlighting CELCON research, graduates in the field, outreach in the community, global engagements, awards, etc. - Host events for CELCON graduates and stakeholders. - Organize Class reunion events.	First Phase: Survey for spring 2022 graduates Second Phase: Reinvigoration of the CON Alumni Association through the formation of an Owl Network. Third Phase: Identify volunteer leaders for the network and build a CON alumni database dating back to 2017. (In 2023, 2,691 alumni. By 2025, projected 4,000 alumni)	1. To increase number of CELCON contacts in the College's alumni database. (In 2023, 2,691 alumni. By 2025, projected 4,000 alumni) 2. Host 2 CELCON alumni events per academic year. 3. Establish 4 volunteer leaders for the CELCON network to serve a two-year term.	Sustain active participation of volunteer leaders of CELCON alumni network. Feature stories of alumni in CELCON monthly newsletter and social media.	1. The team received a \$5,000 Strategic Project-based Excellence Award to host CELCON alumni event by June 2024. 2. Additional funding to host CELCON alumni events each semester.	2023 fall semester	In progress	Jeaneen Muller, Dr. Joy Longo
Communications Project Team	Strategy & Brand	- Concentrate efforts on getting stories out about our caring students, faculty, and alumni. - Use multiple platforms: Facebook, LinkedIn, Twitter, Instagram, Snapchat, Pinterest, Reddit. - Customize communication plan for each platform. - Develop marketing and communication plan and identify new strategies.	1. Expand social media digital advertising of graduate programs 2. Expand paid advertisements in nursing publications and conferences 3. Hospital Outreach/Communications – attend hospital Open Houses and Nursing Grand Rounds. 4. Develop intake form to capture information on how applicants learned about FAU College of Nursing to inform paid advertising strategy.	1. To increase number of applicants for graduate programs and concentrations with low enrollment. 2. To increase level of engagement with clinical partners and community organizations.	Track social media and paid advertising metrics.	1. Funding for paid advertising placements (digital and print)	Ongoing	Ongoing	Suzanne Folkes, Dr. Hope Shaw
Community Engagement Project Team	Place, Brand & Strategy	- Expand and strengthen academic-practice partnerships for clinical rotations, research and inter-professional education. - Develop and strengthen mutually beneficial community partnerships. - Identify additional local, national and global community organizations to partner with on service learning, community outreach etc. - Work closely with advisory Boards, donors, and foundation/organizational leaders to develop and execute robust friend-raising, fundraising and stewardship plans.	Expand and strengthen academic-practice partnerships for clinical rotations, research and inter-professional education 1. Enhance comprehensive database of community clinical placements across all programs and make it accessible to internal stakeholders (faculty, admin) 2. Create a standard operating procedure (SOP) for establishing and maintaining clinical placements a. Continue with quarterly "Dialogues with Colleagues" and maintain active communication with group. 3. Create documents (communication materials) regarding benefits to community partners (preceptors, organizations, etc.) a. Identify appropriate incentives/benefits based on level of engagement with CELCON. b. Develop workshops along with a toolkit for faculty and staff on how to engage in the community. 4. Develop and strengthen mutually beneficial community partnerships and identify additional local, national and global community organizations to partner with on service learning, community outreach etc. a. Develop a comprehensive database of community organizations whose vision and goals reflect those of the CELCON and serve on their boards and collaborate at some level. b. Obtain the list of private and public high schools in Palm Beach and Broward Counties that offer the Medical Magnet Program. c. Participate in High schools' Healthcare & Science Career Days.	1. Host Community Engagement workshop for faculty and staff by spring 2024. 2. Create SOP for clinical placements. 3. Increase number of CELCON faculty and staff on community organization boards and committees.	Active participation of faculty and staff at community events.	1. The team received a \$5,000 Project-based Strategic Excellence Award to host a community engagement webinar or workshop for faculty and staff. 2. Additional funding for CELCON sponsorships of community events.	In progress	In progress	Dr. Louise Aurelien Bule
Build Robust Research Enterprise Project Team	Synergy & Strategy	- Encourage the development of individual research development plans for all new and untenured faculty. - Expand grant writing support. - Connect faculty with relevant funding opportunities. - Review reward structure for faculty scholarship and establish incentives (e.g., rewarding faculty for attending submitting grants, following their research development plan, financial incentives, and faculty who mentor junior faculty members). - Nurture and develop interdisciplinary relationships that will support P series grant application and acquisition. - Increase faculty involved in research and PhD students attending workshops on grant writing.	1. Recognize HRI researchers with each new year grant award. Research the use of a "Circle of Excellence" point system used in sales or Challenge Coins. 2. Reward/recognition for the faculty that submit grant proposals that are receiving high scores even if they are not funded/awarded. 3. Plan award ceremony for all the research awards at the joint Faculty and Staff Assembly with certificates of achievement. 4. Create incentives for senior research faculty who mentor junior faculty members (possibly a team approach). Consideration of stipends per semester.	1. Increased recognition of faculty that submit grant proposals. 2. Host award ceremony at joint Faculty and Staff Assembly. 3. Increase number of faculty and students involved in research.	1) Active participation and recognition of faculty and students involved in research.	Funding for stipends to reward senior research faculty who mentor junior faculty members.	In progress	In progress	Suzie Kaye
Expansion Planning Strategic Team	Place, Quality & Strategy	- Identify areas of need for physical space. - Establish a plan for acquiring funding.	1. Explore the addition of two offices on Boca Raton campus, one of which will be used for adjuncts to rotate in and out of as a secure place to hold office hours and speak privately with students. 2. Explore Jupiter/Davie campus office space to determine availability to house our more north or south area-based faculty and staff in order to free up space in Boca Raton campus. 3. Convert PhD student lounge into additional undergrad simulation area for the students to debrief.	1. Timing of addition of new office space at Boca Raton, Jupiter and Davie campuses. 2. Identify funding sources.	Securing or converting space for offices at the three campuses.	Funding for converting space into offices and upgrading simulation labs.	In progress	In progress	Dr. Kitty Chadwell and Suzie Kaye
Increase Caring Science Publications Project Team	Synergy, Quality & Brand	- Publish more articles that incorporate caring theories. - Utilize the resources unique to CELCON to aid in incorporating caring theory and language into articles. - Track faculty publications, H-index, and impact factors of faculty publications.	1. Track number of Comprehensive Exam papers and Dissertations grounded in Caring Science, and those published, and not published. 2. Track numbers of articles published with key-word "Caring Science" 3. Track Number of Publications in targeted nursing journals. 4. Track Number of Comps Papers, Dissertations, Presentations, Publications, other Scholarship activities among Students and Faculty, that include Caring, Caring Science foundation, as part of annual survey. 5. Promote these papers, presentations and publications at conferences and events. 6. Promote Curricular change: Integrate caring and caring science into all courses across programs. 7. Implement Learning Circles of Teaching/ Learning Caring in Nursing in cooperation with ABI. 8. Promote scholarship through writing groups, teaching groups, mentoring. 9. Promote scholarship through funding of open access publications in peer-reviewed, high-impact journals.	1. Increase number of published articles on Caring Science. 2. Implement Learning Circles of Teaching/Learning Caring in Nursing in cooperation with ABI.	Number of faculty drafting and publishing papers that incorporate caring theories.		In progress	In progress	Dr. Usa Wiese

Create a Culture of Inclusive Excellence Project Team	Boldness	*Focus on intentionally fostering the development of a diverse faculty and staff. *Ensure our diverse student body has mentors to properly support them in their studies and development of their nursing practices	1. Focus on intentionally fostering the development of a diverse faculty and staff. Develop faculty and staff demographic database. The first iteration of the database was presented to faculty and staff in 2022. 2. Ensure our diverse student body has mentors (or other resources) to properly support them in their studies and development of their nursing practices. The project team organized a virtual Inclusive Learning Environment workshop for faculty and staff hosted by AACN in 2023 spring semester. Host a Sense of Belonging Campaign: A hybrid or in-person Sense of Belonging event for students, faculty and staff. The goal is to solicit student input on how best to support them through mentoring and other activities for student success.	1. Increase number of faculty and staff from diverse backgrounds. 2. Enhance mentoring opportunities for student success. 3. Conduct periodic climate surveys for students, faculty and staff.	Faculty and staff with diverse representation. Sense of Belonging event or initiative for students by spring 2024.	Funding for a Sense of Belonging event at CON in 2023-24.	AACN Climate survey conducted in spring 2023	Sense of Belonging event and faculty and staff demographic database in progress.	Javaris Hammond, Dr. Michelle Ferguson and Suzanne Folkes
Awards and Recognition Strategic Project Team	Place, Brand & Strategy	*Formally acknowledge efforts and accomplishments. *Host award nights for students, alumni, faculty, staff and community stakeholders to show appreciation and recognize excellence.	1. Plan awards ceremony for faculty, staff, and students at joint Faculty and Staff Assembly. 2. Work with faculty and student awards committees already in place. 3. Monitor external awards opportunities and communicate them to faculty/staff 4. Add additional members to this committee including a student. At the awards ceremony, the following awards would be presented (including awards currently in place that are not already presented at another ceremony and our additional recommended awards): - Faculty Researcher of the Year (in CON) – based on research grants - Faculty Scholar of the Year (in CON) – based on publications - Faculty Award focused on Collaboration/Caring - Daisy Award (Faculty and Students - Pinning) - Collaborative Staff Award - Most Caring Colleague (Staff) - Above and Beyond Award (Staff) - Strategic Excellence Award (Faculty & Staff) - Community Partners Recognition - Student Worker of the Year	1. Increase level of recognition for faculty and staff at an awards ceremony each year. 2. Regularly communicate external awards opportunities to faculty and staff.	Number of faculty and staff receiving awards and recognitions each year.	Funding for awards event, certificates, plaques and other materials.	In progress	Awards presented at joint Faculty and Staff Assembly meeting in spring 2023.	Dr. Lenny Chiang-Horisko and Angelica Bennett