

University of Toledo Strategic Plan—College of Nursing Implementation Plan

STRATEGIC PLAN PRIORITY I: STUDENT SUCCESS & ACADEMIC EXCELLENCE

Outcomes	Metrics	Action Steps, Priorities and Timeline (Immediate 2017-18; Short-Term 2018-20; Mid-Term 2020-22)	Progress Key ● Complete ● In Progress ● Incomplete	Resources	Responsibility
Goal 1.1: Improve graduate and professional student success through timely degree completion					
IMMEDIATE 2017-18					
	First year: Baseline 2017-2018 Target 2022: Four year: Baseline 2017-2018 Target 2022:	Begin to look at factors affecting retention rates for pre-nursing, BSN, RN to BSN programs: 2018-2019 a. Identify faculty, staff, IR resources to focus on this area: Summer, 2018	●	\$\$	Search committee, faculty, Dean, Business Manager, Department Chairs
		Pre-Nursing:			
	Add one new nursing oriented option annually beginning 2018-2019	1. Increase nursing-oriented options for programs, discussions, etc. (e.g., first aid classes, STNA, faculty/grad student speaker sessions held on main campus, etc.) to help pre-nursing students feel more involved in their major.	●	\$	Program Director, faculty
		2. Explore possibility of freshman/sophomore admission	●	\$	Academic Dean, Academic Advisors
		3. Augment tutoring to keep struggling students in the	●	\$\$	Academic Dean, Academic Advisors, Program Directors

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	Add two additional sections of N1000 Fall 2019-2020	<p>program</p> <p>4. Explore ways to continually improve academic advising</p> <p style="padding-left: 20px;">a. More active role in early socialization and pre-requisite courses</p>	●	\$\$	Academic Dean
		5. Explore decreasing number of students in Freshman Seminar (N1000)	●	\$\$	Program Director, Academic Dean
		6. Promote CNL Program as a second pathway into nursing.	●	\$\$	Leadership Team, Recruitment, Marketing, Communications Specialist, Faculty
<u>BSN Program:</u>					
		1. Re-evaluate pre-req. course requirements to facilitate progression	●	\$	Faculty, Program Director
	Twice yearly admission begins Summer 2019	2. Evaluate three times a year admission in terms of resources, efficiency; possibly change to twice a year admission for BSN with no decrease in enrollment (possible increases).	●	\$\$	Faculty, Leadership Team
		3. Re-evaluate CON UG policy time to degree completion	●		Faculty, Program Director, Academic Dean

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		4. Revise needed curriculum revisions to reflect current standards and criteria.	●		Faculty, Program Director
	Conduct faculty retreat each semester 2018-2019	5. Engage consultant to work with faculty to facilitate needed changes prior to CCNE accreditation visit	●	\$\$	Dean, Program Director
	Meet or exceed national norms for 1 st time NCLEX	6. Continue to “formally” evaluate and update concept-based curriculum. a. Evaluate ATI in curriculum b. Faculty Workshops – ATI	●		Academic Dean, Program Director, Faculty
	Teach-out plan announced 5-22-18; Final contract signed by both Universities 5-22-18	7. Evaluate collaboration with BGSU for joint UT/BGSU BSN consortium a. Re-negotiation of contract b. Identify and problem-solve issues associated with this collaboration c. Ongoing communication with CON Dean, BGSU CHHS Interim Dean, Provosts	●		Dean, Pre-licensure program director Provost, President
		8. Increase student options for extracurricular/enrichment opportunities	●	\$-\$\$\$	Leadership Team, Faculty

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	Trip to Taiwan, 5% honors students, May-2018	9. Increase enrollment in Honors Program 10. Increase study abroad options-	● ●		Honors Director, faculty Honors Director, Faculty, Leadership Team
	Increase by two students per year beginning 2018-2019	11. Possible exchange program with Taiwanese students Summer, 2019	●		Honors Director, Faculty, Leadership Team
	3 White coat ceremonies held, Fall, 2017; Spring, Summer, 2018	12. Adopt white coat ceremony for BSN and CNL current students 2017-2018	●		Dean, leadership team
	Have plan to continue with each incoming pre-licensure class	13. Continue White Coat Ceremony for incoming BSN and CNL students 2018-2019	●		Dean, Leadership team
	Increase by 10% annually beginning 2018-2019	14. Increase student involvement in research and scholarly activities	●		Assoc. Dean for Research and Scholarship, Faculty
		15. Support student travel with increased fund-raising (Foundation funding)	●		Dean, Development Officer
		RN-BSN			
	New prerequisites are ready for Faculty Senate Curriculum Committee approval – Fall 2018	1. Re-evaluate pre-requisite coursework and admission requirements	●		Faculty
	Increase enrollment in RN-BSN Program by 50 students/year	2. Increase enrollment in line with set targets (TBD)	●	\$	Academic Dean

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	beginning 2019-2020				
	Curricular revisions in progress to meet current healthcare standards, new informatics course & quality and safety in nursing course added to RN-BSN Program curriculum.	3. Review relevance of curriculum and revise in consideration of current healthcare environment, standards, student preferences	●		Program Directors
	RN-BSN achieves program certification 2018-2019 One RN-BSN faculty achieves UT Master Online Instructor status 2018-2019	4. Pursue Quality Matters Certification for entire Program (all courses) a. All program faculty to participate in QM workshops b. At least one faculty member certified as a QM peer reviewer c. At least one faculty member to be a UT Master Online Instructor	● ● ● ●	\$\$ \$	Program Directors/ Department Chair Academic Dean
	Pilot one course integration of CBE 2018-2019	5. Integrate competency-based education courses as curricular options	●	\$	Faculty, Program Director, ADAA
	Meetings held with Department of Nursing and Dean at Owens Community College regarding dual enrollment and UT College of Nursing	6. Further develop relationship with Owens Community College a. Dual admission b. Onsite advising c. College credit plus	● ● ●	\$	Program Director, ADAA, Dean

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	onsite advising at Owens. Also, relationships established with ProMedica to provide blended/hybrid courses on-site for their 2 year prepared nurse to begin our RN-BSN Program.				
		7. Explore community partnerships a. Community colleges in the area b. Health care systems	● ● ●		Associate Dean AA, Faculty, Program Director
	Conduct faculty retreat each semester 2018-2019	8. Develop and implement comprehensive marketing campaign a. Online targeted ads b. On-site hospital campaign	●	\$\$\$	
		CNL			
	Conduct faculty retreat each semester 2018-2019 Integration of graduate core courses into CNL curriculum 2019-2020	1. Conduct review of program curriculum to ensure compliance with accreditation and professional standards. a. Make any necessary curriculum revision b. Develop graduate core. Integrated shared content with BSN program where possible, course sharing, curricular efficiencies. c. Reevaluate prerequisite	● ● ●	\$\$\$ \$\$	Faculty, Program Directors, Associate Dean for Academic Affairs (ADAA) Faculty, Program Directors, ADAA

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	By February 2019	<p>course requirements to facilitate progression.</p> <p>d. Develop “seamless transition” pathway – CNL to DNP.</p> <p>e. Evaluate use of ATI with regard to student success</p> <p>f. Faculty development with regard to ATI utilization</p> <p>g. Increase IPE opportunities and experiences</p>	<ul style="list-style-type: none"> ● ● ● ● ● 	<p>\$</p> <p>\$</p>	<p>Faculty / Program Director Academic Dean</p> <p>Academic Dean</p> <p>Program Director / Faculty</p>
		2. Increase student enrollment to correspond with market analysis and resource availability (clinical sites, faculty, preceptors)	<ul style="list-style-type: none"> ● 		Program Director / Faculty
	Host one informational session on main campus to introduce students to alternate nursing pathway through CNL 2018-2019	<p>3. Market CNL program as an additional nursing pathway</p> <p>a. Target pre-nursing students and other majors on campus (Arts and Letters, Health and Human Services)</p> <p>b. Market program nationally</p>	<ul style="list-style-type: none"> ● ● ● 	\$\$\$	Faculty/Program Director
	Increase by 5 students the number taking CNL certification exam 2018-2019	4. Review current timing and practices around CNL certification exam.	<ul style="list-style-type: none"> ● 		Program Directors, faculty, Leadership team

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		APRN Programs (MSN, DNP)			
	<p>Conduct faculty retreat each semester 2018-2019</p> <p>Integration of graduate core courses into MSN curriculum 2019-2020.</p> <p>Credit hour reduction from current 89 credits in the BSN-DNP to 78-81 in 2018.</p> <p>Incorporation of at least one simulation in each clinical course 2018-2019.</p> <p>Incorporation of at least one IP learning activity in one clinical course 2018-2019.</p>	<p>1. Conduct comprehensive curriculum review and revision to ensure compliance with accreditation and professional standards (AACN, NONPF, NTF) through faculty work groups according to topical clusters of expertise:</p> <ul style="list-style-type: none"> a. Current teaching modalities and pedagogies b. Clinical application c. Reduction of credit hours d. Seamless transition to DNP e. Increase simulation experiences f. Increase IPE opportunities g. Increase interprofessional shared learning activities (example, PA program; implement joint coursework, lab, clinical case study analyses). 	<ul style="list-style-type: none"> ● ● ● ● ● ● ● 	<p>\$</p> <p>\$</p> <p>\$\$\$</p>	<p>Academic Dean, Program Directors, faculty, Leadership team</p> <p>Program Directors, faculty, Leadership team</p>
	<p>Increase student enrollment by _____</p>	<p>2. Analyze marketability related to peer institutions.</p> <ul style="list-style-type: none"> a. Total program credit hours b. Admission criteria (pre-requisites) c. Admission processes (CAS, application deadlines) 	<ul style="list-style-type: none"> ● ● ● ● 	<p>\$\$</p> <p>\$\$</p>	<p>Program Directors, faculty, Leadership team</p>

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	<p>Two courses now QM certified, ore in review.</p> <p>All program faculty will participate in one QM workshop by Spring 2019. On-line teaching certificate earned by all program faculty teaching online by 2020.</p>	<p>3. Obtain Quality Matters (QM) certification for all online courses.</p> <ul style="list-style-type: none"> a. All faculty teaching online will participate in QM course design workshops. b. All faculty teaching online will earn an online teaching certificate 	<ul style="list-style-type: none"> ● ● ● 	<p>\$</p>	<p>Program Directors, faculty, Leadership team</p>
	<p>State endorsement of graduate certificates by fall 2018.</p>	<p>4. State approval of Adult Gero. Primary Care NP and Psych Mental Health NP graduate certificates:</p> <ul style="list-style-type: none"> a. Submission certificate to Associate Dean of COGS b. Associate Dean of COGS submission to CCGS Ohio Higher Ed. 	<ul style="list-style-type: none"> ● ● ● 		<p>Program Directors</p>
		<p>5. Explore new graduate certificates (examples, Care of Parkinson Patients, Veterans Health).</p>	<ul style="list-style-type: none"> ● 		<p>Program Directors, faculty, Leadership team</p>
	<p>Acute care PNP online track will be accredited by 2020-2021.</p>	<p>6. Explore the development of new programs:</p> <ul style="list-style-type: none"> a. Acute Care NP Adult, Acute Care NP Pediatric 	<ul style="list-style-type: none"> ● ● 		<p>Program Directors, faculty, Leadership team</p>
		<p>7. Strengthen the current</p>	<ul style="list-style-type: none"> ● 		<p>Program Directors, faculty,</p>

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		<p>Pediatric NP program:</p> <ul style="list-style-type: none"> a. Develop specific pediatric courses (ie. Three P’s). b. Develop and market a national online Pediatric NP program 	<ul style="list-style-type: none"> ● ● 		Leadership team
		8. Increase enrollment in all tracks and specialties	<ul style="list-style-type: none"> ● 		Program Directors, faculty, Leadership team
		9. Increase clinical placement sites	<ul style="list-style-type: none"> ● 		Program Directors, faculty, Leadership team
	<p>One meeting of Dean’s Student Advisory Board convened by end of Fall semester 2018. Increase COF students funded to six 2018-2019.</p>	<p>10. Foster a closer relationship between administration and students through open avenues of communication</p> <ul style="list-style-type: none"> a. Student satisfaction survey b. Dean’s advisory board 	<ul style="list-style-type: none"> ● 		Dean, Leadership team
	<p>3 students in Choose Ohio First 2017-2018 Applying for 2018-19 funding Preparing funding for hio Means Jobs funing for submission summer, 2018 Xstudents funded by NFLP funds</p>	<p>11. Increase graduate student scholarship programs</p> <ul style="list-style-type: none"> a. Choose Ohio First b. Ohio Means Jobs c. Nurse Faculty Loan Program 	<ul style="list-style-type: none"> ● ● ● 		APRN, DNP Program Directors, Dean, Academic Assoc. Dean
		DNP			

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	Jonas application submitted, April, 2018-in review	1. Increase student scholarship programs a. JONAS scholarship nomination of one student	●		Program Directors, faculty
	Last semester will be Summer, 2019	2. Collaborate with UT/WSU faculty/Interim Dean to successfully and cordially close joint DNP consortium program.	●		Dean, DNP program Director, Academic Dean
		3. Conduct a systematic evaluation and recommendation of revision of the DNP final project.	●		APRN, DNP program directors, Academic Dean, faculty
		4. Explore partnership with Ohio University for faculty exchange for doctoral education	●		Program Directors, faculty, Leadership team
		Nurse Educator			
		1. Conduct review of program curriculum to ensure compliance with accreditation and professional standards.	●		Program Director, faculty
		2. Increase student enrollment to correspond with market analysis and resource availability	●		Program Director, faculty
		3. Develop marketing plan	●		Program Director, faculty

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		<ul style="list-style-type: none"> a. Conduct market analysis b. Benchmark program with peer institutions c. Make recommendations for valid marketing plan 			
		Short-Term 2018-2020			
		1. Development activities to support white coats for all students to be given at the White Coat Ceremonies	●	\$\$\$	Dean, Development Officer
		Develop graduate core to facilitate seamless transition across programs; Integrate shared content with other graduate programs where possible, course sharing, curricular efficiencies.	●		Program Directors, faculty, Leadership team
		2. Develop acute care nurse practitioner specialty program-APRN, DNP	●		Program Directors, faculty, Leadership team
		3. Develop Veteran's Health Interprofessional graduate certificate	●		Program Directors, faculty, Leadership team
		4. Develop timeline, processes to accomplish conversion of all APRN programs to DNP by 2025.	●		Program Directors, faculty, Leadership team
		5. Faculty development workshop about DNP advising	●		Program Directors, faculty, Leadership team
		6. Implement faculty advisors	●		Program Director, faculty

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Outcomes	Metrics	Action Steps, Priorities and Timeline (Immediate 2017-18; Short-Term 2018-20; Mid-Term 2020-22)	Progress Key • Complete • In Progress • Incomplete	Resources	Responsibility
Goal 1.2: Improve graduate and professional student success through timely degree completion					
IMMEDIATE 2017-18					
		with shared interests/ expertise for every doctoral student beginning at admission.			
		Mid-Term 2020-2022			
		1. Explore PhD Program in Nursing by 2022	•		Dean, Assoc. Deans, Leadership Team

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STRATEGIC PLAN PRIORITY II: RESEARCH, SCHOLARSHIP & CREATIVE ACTIVITIES

Outcomes	Metrics	Action Steps, Priorities and Timeline (Immediate 2017-18; Short-Term 2018-20; Mid-Term 2020-22)	Progress Key • Complete • In Progress • Incomplete	Resources	Responsibility
Goal 2.1: Increase and enhance faculty scholarship					
Immediate 2017-2018					
	Full approval by Board of trustees 2/18.	<ol style="list-style-type: none"> 1. Complete Promotion and Tenure elaborations and gain all necessary approvals 2. Faculty will identify focus of scholarship and align resources to increase support by Fall, 2018. 3. Associate Dean of Research and Scholarship in collaboration with department chairs to facilitate implementation in 2018. 4. Implement ongoing publishing and grant writing workshops to assist faculty in meeting goal of at least one journal publication per year. 	<p>●</p> <p>●</p> <p>●</p> <p>●</p>	<p>0%</p> <p>\$</p> <p>\$</p>	<p>Dean, faculty</p> <p>Associate Dean of Research & Scholarship, Chairs, Faculty</p> <p>Associate Dean of Research & Scholarship, Chairs, Faculty</p> <p>Associate Dean of Research & Scholarship, Chairs, Faculty</p>

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Short-Term 2018-20					
		1. Implement ongoing publishing and grant writing workshops to assist faculty in meeting goal of at least one journal publication per year through 2019-2022.	●	\$	Associate Dean of Research & Scholarship (ADRS), Chairs, Faculty
		2. Working with University resource people/areas on mentoring faculty development programs	●	\$	ADRS, Dept. Chairs, Office of Research and Sponsored Programs
	3 submissions /yr. 2017-2018, 5 submissions /yr. 2018-2020, 8 submissions /yr. 2020-2022	3. Increase number of grant submissions	●	\$	Associate Dean of Research & scholarship, Chairs, Faculty
Mid-Term 2020-22					
		1. Develop and implement methods to assist faculty in locating appropriate grant opportunities	●	\$	Associate Dean of Research & Scholarship, Dean, Faculty
		2. Facilitate opportunities for faculty to increase interprofessional opportunities for scholarship, research, and grants	●	\$	Associate Dean of Research & Scholarship, Dean, Faculty

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Outcomes	Metrics	Action Steps, Priorities and Timeline (Immediate 2017-18; Short-Term 2018-20; Mid-Term 2020-22)	Progress Key • Complete • In Progress • Incomplete	Resources	Responsibility
Goal 2.2: Achieve national recognition for research and excellence					
Immediate 2017-2018					
		<ol style="list-style-type: none"> 1. Support faculty as resources allow to attend national/international meetings at which they are presenting. 2. Encourage and facilitate faculty participation on national and international professional organizations, research review panels, abstract reviews, etc. 	•		<p>Associate Dean of Research & Scholarship, Dean, Chairs</p> <p>Associate Dean of Research & Scholarship, Dean, Chairs</p>
Mid-Term 2020-22					
		<ol style="list-style-type: none"> 1. Increase number of faculty who are members of national review panels, national level committees and task forces 	•		Associate Dean of Research & Scholarship, Dean, Faculty
		<ol style="list-style-type: none"> 2. Increase use of social media and other marketing/communication to increase visibility of UT CON faculty and student accomplishments. 3. Increase visibility for grant funding, results of scholarly projects. 	• •	\$	<p>Marketing, Associate Dean of Research & Scholarship, Dean</p> <p>Associate Dean of Research & Scholarship, Dean, Chairs</p>

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Outcomes	Metrics	Action Steps, Priorities and Timeline (Immediate 2017-18; Short-Term 2018-20; Mid-Term 2020-22)	Progress Key • Complete • In Progress • Incomplete	Resources	Responsibility
Goal 2.3: Increase the national prominence of faculty derived from their research, scholarship and creative activities					
Immediate 2017-2018					
	Survey faculty to establish baseline. Increase by 10% annually.	<ol style="list-style-type: none"> 1. Increase faculty who hold national offices (professional service) 2. Empower faculty and staff to increase their national prominence through enhanced support services, training and policies that foster an enriched environment. 3. Increase emphasis on faculty research, scholarship, productivity and excellence through the University, college and departmental merit, promotion and tenure guidelines and elaborations. 	<p>●</p> <p>●</p> <p>●</p>		<p>Faculty, Leadership Team</p> <p>Faculty, Leadership Team</p> <p>Faculty, Leadership Team</p>

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Short-Term 2018-20					
	90% faculty use Faculty 180 by 2019	1. Assist all faculty in using Faculty 180 for faculty activity reporting to collect information relating to the goals of the Strategic Plan.	●		Faculty, Leadership team
		2. Promote and enhance recognition of faculty research, scholarship and creative activities.	●		Leadership Team, Faculty, Dean, Assoc Dean for research, Marketing, Communication Director
	80% faculty publish 1 article/year	3. Increase the number of faculty publications in high-impact and high-profile journals, with program faculty identifying those journals relating to their areas of specialty.	●		Faculty, ADRS, Chairs
	40% faculty publish 2 articles or more /yr.	1. Encourage faculty and staff to pursue and accept prestigious fellowships and leadership positions in national and international professional organizations, and participate in national research and scholarship committees or work groups	●		Faculty, ADRS, Chairs, Dean
Mid-Term 2020-22					
		1. Foster community engagement in research, EBP, scholarly activities			Faculty, ADRS, Chairs

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		<p>through interprofessional collaborations and partnerships with community agencies and hospital systems</p> <p>2. Identify areas of excellence for the CON and increase programming and marketing in these areas.</p> <p>3. Enhance and foster interdisciplinary research by developing joint symposia, faculty development sessions.</p>	<p>●</p> <p>●</p> <p>●</p>		<p>Leadership Team, Faculty, ADRS, Chairs, Marketing</p> <p>Leadership Team, Faculty, ADRS, Chairs</p>
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STRATEGIC PLAN PRIORITY III: FACULTY, STAFF & ALUMNI

Outcomes	Metrics	Action Steps, Priorities and Timeline (Immediate 2017-18; Short-Term 2018-20; Mid-Term 2020-22)	Progress Key ● Complete ● In Progress ● Incomplete	Resources	Responsibility
Goal 3.1: Foster a culture of excellence by supporting retention, career progression and high job satisfaction for staff					
Immediate 2017-2018					
	Baseline 2016: 75%? Target 2022: 95%	5. Fill vacant staff positions a. Recruitment and Communication specialist b. Undergraduate Advisor c. Dean’s Executive Assistant d. Administrative Sec 1-Assoc. Deans e. Secretary 2-Dept. Chairs, LRC, Simulation f. Secretary 2-Student Services g. Secretary 2-Graduate Programs h. CLA positions	● ● ● ● ● ● ● ● ●	\$\$	Search committee, faculty, Dean, Business Manager, Department Chairs

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Short-Term 2018-20					
		1. Reassess Organizational Chart	●	\$	Faculty, administration, leadership team, faculty senate?, Provost
		2. Achieve stability in staff	●	\$\$	Business manager, HR and talent development
		3. Elicit feedback from staff in regard to their job satisfaction	●	\$	Business Manager, Dean
		4. Create culture of appreciation by recognizing outstanding staff	●	\$	Faculty, Dean, Business Manager, Department Chairs, Program Directors
		5. Develop mentoring program for new staff hires	●	\$	Business Manager, Dean
Mid-Term 2020-22					
		1. Reassess staff expertise in delivery of programmatic needs	●	\$	Business Manager, Program Directors, Dean
		2. Continue to elicit feedback from staff in regard to their job satisfaction	●	\$	Business Manager, Dean

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Outcomes	Metrics	Action Steps, Priorities and Timeline (Immediate 2017-18; Short-Term 2018-20; Mid-Term 2020-22)	Progress Key ● Complete ● In Progress ● Incomplete	Resources	Responsibility
Goal 3.2: Foster a culture of excellence by supporting retention, promotion and high job satisfaction for faculty					
Immediate 2017-2018					
		1. Foster excellence and provide support for faculty	●	\$	Faculty, Associate Deans, Department Chairs, Program Directors, Dean
		2. Re-evaluate and revise workload criteria for fairness and equity	●	\$	Department Chairs, Dean
	Completed 3/18	3. Change name and realign faculty to departments and appoint permanent Department Chairs	●	\$	Faculty, Department Chairs, Dean, Faculty Senate, Provost, Board of Trustees
		4. Recruit Associate Dean of Academic Affairs	●	\$\$\$	Search committee, academic keys search firm, faculty, Dean, Provost, Business Manager
		5. Recruit Associate Dean of Research and Scholarship	●	\$\$	Search committee, faculty, Department Chairs, Dean, Provost, Business Manager
		6. Appoint Permanent Program Directors	●	\$	Department Chair, Dean

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		7. Fill vacant faculty positions	●	\$	Search committee, faculty, Department Chairs, Dean, provost, Business Manager
Short-Term 2018-20					
		1. Conduct assessment of faculty time for various activities: collect empirical data; revise workload calculations	●	\$	Faculty, Associate Deans, Department Chairs, Dean
		2. Establish taskforce looking at self-care: healthy food, walking groups, ergonomic work environments	●	\$	Faculty, Department Chairs, Dean
		3. Explore avenues for providing compensation to market value and national benchmarks	●	\$\$\$	Department Chairs, Dean, Provost, President, Board of Trustees
		4. Engagement with University initiates to advance promotion and tenure progress	●	\$	Faculty, Department Chairs, Associate Deans, Dean
		5. Develop structured, realistic mentorship programs	●	\$	Faculty, Department Chairs, Associate Deans, Dean
		6. Re-develop new faculty orientation program	●	\$	Faculty, Department Chairs, Program Directors, Associate Deans, Dean
Mid-Term 2020-22					
		1. Continue to revise and update orientation for new faculty	●	\$	Faculty, Department Chairs, Dean
		2. Reassess faculty expertise in			Faculty, Associate Deans,

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		delivery of future curricular needs commensurate with professional and practice environments	●	\$	Department Chairs, Dean
Outcomes	Metrics	Action Steps, Priorities and Timeline (Immediate 2017-18; Short-Term 2018-20; Mid-Term 2020-22)	Progress Key ● Complete ● In Progress ● Incomplete	Resources	Responsibility
Goal 3.3: Increase diversity among all employees					
Immediate 2017-2018					
		4. Implement CON diversity plan in alignment with UT diversity plan	●	\$	Faculty, CON diversity committee, chairs, Dean
Short-Term 2018-20					
		2. Create diversity hiring and retention plan	●	\$	Faculty, CON diversity committee, chairs, Dean
		3. Support diversity initiatives	●	\$\$	
		4. Focused hiring of diverse faculty	●	\$	Faculty, chairs, Dean

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Mid-Term 2020-22					
		1. Assess effectiveness of diversity plan	●	\$	Faculty, CON diversity committee, chairs, Dean
Goal 3.4: Strengthen employee work-life balance, sense of community and pride in work					
Immediate 2017-2018					
		1. Increase the number of celebrations and social interaction opportunities	●	\$\$	Faculty, Recruitment and Communication Specialist, Dean
		2. Hold faculty retreats that include time for celebrating accomplishments	●	\$\$	Faculty, Program Directors, Department Chairs, Associate Deans, Dean
	Code of Professional Behavior endorsed by Faculty Council, December, 2017	3. Increase positive work climate; workplace civility; Develop and commit to faculty code of conduct	●	\$	Faculty, Program Directors, Department Chairs, Associate Deans, Dean
	Baseline survey conducted in Summer, 2017; repeat in summer 2018 and annually	4. Assess and continue to evaluate workplace climate and overall faculty satisfaction	●	\$	Dean, Leadership Team, faculty
Short-Term 2018-20					
		1. Continue to increase positive work climate; workplace civility	●	\$	
		2. Increase functionality and aesthetics of CON spaces		\$\$\$	Dean, Leadership Team, Faculty, Student reps.

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			●		
		3. Employ process for faculty to use earned time off	●	\$	Department Chairs, Dean
		4. Encourage faculty to participate in UT initiatives to promote wellness	●	\$	Faculty, Department Chairs, Dean
		5. Respect communicated work life/boundaries among colleagues	●	\$	Faculty, Department Chairs, Dean
Mid-Term 2020-22					
		1. Evaluate overall faculty satisfaction rate and develop plan for improvements	●		Department Chairs, Dean
Goal 3.5: Engage alumni, friends and stakeholders meaningfully in the life of the University					
Immediate 2017-2018					
		1. Identify and implement opportunities for alumni, friends and stakeholders to become involved in life at CON based on their areas and levels of interest	●	\$	Faculty, Recruitment and Communication Specialist, Dean
		2. Work with CON Alumni Affiliate to broaden scope to all CON alumni (not just local) and increase impact, communication, level of	●	\$	Alumni Affiliate leadership, Alumni Rep., Dean

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		involvement			
Short-Term 2018-2020					
	Baseline established when Dean’s advisory board is re-developed in AY 2018-19	1. Re-develop our Dean’s Advisory Board and possible targeted community advisory boards as a way to engage alumni and friends.	●	\$\$	Recruitment and Communication Specialist, Dean
		2. Engage alumni, friends and stakeholders as mentors and resources for current students to learn about career options, pathways and important job skills in gives areas	●	\$	Faculty, Program Directors, Recruitment and Communication Specialist, Dean
		3. Highlight Alumni to increase their visibility to students	●	\$	Faculty, Program Directors, Recruitment and Communication Specialist, Dean
	Planning CE event for Nov., 2018	4. Increase CE for all alumni-online to capture those at a distance	●	\$	CNE Coordinator, Dean
	CON alumni survey underway April/May, 2018	5. Work with Nursing Alumni Affiliate to survey alumni to give input, feedback, and a sense of desired programming	●	\$	Recruitment and Communication Specialist, Dean
Mid-Term 2020-22					
		1. Evaluate effectiveness of Dean’s Advisory Board and engagement of alumni and friends	●	\$	Recruitment and Communication Specialist, Dean

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STRATEGIC PLAN PRIORITY IV: FISCAL POSITIONING & INFRASTRUCTURE

Outcomes	Metrics	Action Steps, Priorities and Timeline (Immediate 2017-18; Short-Term 2018-20; Mid-Term 2020-22)	Progress Key ● Complete ● In Progress ● Incomplete	Resources	Responsibility
Goal 4.1: Build a strong financial foundation					
Goal 4.3: Increase revenue and operating efficiencies					
Immediate 2017-2018					
		<ol style="list-style-type: none"> 1. Identify budget process, priorities, needs for future growth, strategic spending of each fund. 2. Explore capacity for increased BSN enrollment—set target goals and initial timeline for increases. 3. Identify strategies and lay the groundwork for increasing enrollment in RN/BSN program 4. Investigate collaboration with community colleges. <ol style="list-style-type: none"> i. Finalize Owens Community College collaboration. ii. Identify other possible community colleges that might be amenable to a mutually beneficial 	<ul style="list-style-type: none"> ● ● ● ● ● 		Dean, Business Manager Dean, Program Director Dean, Program Director Dean, Program Director Dean, Business Manager

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		<p style="text-align: center;">partnership</p> <p>5. Evaluate cost-benefit analysis of UT-BGSU consortium programs in AY 17-18.</p> <p>6. Develop and gain approval for “Teach out” plan for UT-BGSU consortium BSN program, issue press release, implement plan</p>	<p>●</p> <p>●</p>		<p>Deans -UT, BGSU (with President and Provost approval from both Universities), Program Director</p>
Short-Term 2018-20					
		<p>1. Develop budget with specific line items with \$ allotted under each budget category to facilitate better tracking.</p> <p>2. Calculate additional budget and positions needed to enable continued growth of enrollment.</p> <p>3. Calculate most financially beneficial growth models; cost-benefit of increases in enrollment of all programs.</p> <p>4. Increase BSN enrollment to 96/semester, move to two times a year admission, Spring, Summer starting in 2020.</p> <p>5. Increase enrollment in RN to BSN, Master’s, and DNP programs by at least 20% per year.</p>	<p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p>		<p>Dean, Business Manager</p> <p>Dean, Business Manager</p> <p>Dean, Business Manager, Academic Affairs Finance staff</p> <p>Dean, Program Director</p> <p>Dean, Program Director</p> <p>Dean, Program Director</p> <p>Dean, Program Director</p>

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		<p>6. Dual enrollment program for RN to BSN underway with Owens Community College by Spring, 2019.</p> <p>7. Collaborative agreement with at least one additional community college underway by 2020.</p>	<p>●</p> <p>●</p>		
Mid-Term 2020-22					
		<ol style="list-style-type: none"> 1. Continue to evolve budget planning to encompass all pertinent categories and funds. 2. Continue to calculate and implement most financially beneficial enrollment growth models. 3. RN to BSN enrollment increased to 400 by FY 2022. 4. Continue to increase enrollment in RN to BSN, Master’s, and DNP programs by at least 20% per year. 	<p>●</p> <p>●</p> <p>●</p> <p>●</p>		<p>Dean, Program Director</p> <p>Dean, Business Manager, Academic Affairs Finance staff</p> <p>Dean, Program Director</p> <p>Dean, Program Director</p>

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Goal 4.4: Improve College of Nursing facilities, classrooms, student and faculty spaces					
Immediate 2017-2018					
		1. Work with Jason Toth and staff to incorporate needed facilities upgrades, enhancements into University master plan and building strategic plan.	●		Dean, Dir. of LRC, Simulation, Program Directors
		2. Identify needed improvements for faculty, staff, and student spaces in the Collier building.	●		Dean, Leadership Team
		3. Develop and implement faculty-student task force to identify needed upgrades and enhancements to classrooms and other functional spaces in the Collier Building.	●		Dean, Leadership Team
		4. Begin to make improvements for faculty, staff, and student spaces in the Collier building.	●		Dean, Leadership Team
		5. Incorporate building improvements into Capital campaign and other fundraising efforts.	●		Dean, Development officer

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Short-Term 2018-20

		<ol style="list-style-type: none"> 1. Continue to identify needed improvements for faculty, staff, and student spaces in the Collier building. 2. Continue faculty -student task force to identify needed upgrades and enhancements to classrooms and other functional spaces in the Collier Building. 3. Continue to make improvements for faculty, staff, and student spaces in the Collier building. 4. Continue to incorporate building improvements into Capital campaign and other fundraising efforts. 	<p>●</p> <p>●</p> <p>●</p> <p>●</p>		<p>Dean, Dir. of LRC, Simulation, Program Directors</p> <p>Dean, Leadership Team</p> <p>Dean, Leadership Team</p> <p>Dean, Development officer</p>
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Mid-Term 2020-22

		<ol style="list-style-type: none"> 1. Continue to identify needed improvements for faculty, staff, and student spaces in the Collier building. 2. Continue faculty -student task force to identify needed upgrades and enhancements to classrooms and other functional spaces in the Collier Building. 3. Continue to make improvements for faculty, staff, and student spaces in the Collier building. 4. Continue to incorporate building improvements into Capital campaign and other fundraising efforts. 	<ul style="list-style-type: none"> ● ● ● ● 		<p>Dean, Dir. of LRC, Simulation, Program Directors</p> <p>Dean, Leadership Team</p> <p>Dean, Leadership Team</p> <p>Dean, Development officer</p>
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STRATEGIC PLAN PRIORITY V: Reputation and Engagement

Outcomes	Action Steps, Priorities and Timeline (Immediate 2017-18; Short-Term 2018-20; Mid-Term 2020-22)	Progress Key <ul style="list-style-type: none"> • Complete • In Progress • Incomplete 	Resources	Responsibility
Goal 5.1: Improve and strengthen our national and international reputation and improve ties at the local and regional levels				
Immediate 2017-2018				
	<ol style="list-style-type: none"> 1. Begin to identify engagement and service learning opportunities and activities. 2. Begin to identify high need projects in community, e.g., Infant mortality, lead, opioid projects and partner with health department and other agencies to work on needed projects. 3. Develop mutually beneficial partnerships as already described and work with clinical partners on high need projects. 	<ul style="list-style-type: none"> • • • 		<p>Leadership Team, Faculty</p> <p>Dean, Leadership team, faculty</p> <p>Dean, Leadership team</p>

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	<p>4. Begin to develop and implement plan to promote CON reputation and visibility on campus, locally, regionally.</p> <p>5. Implement plan to increase our U.S. News & World Report Rankings—increase by at least 10 points per year for master’s and DNP programs.</p>	<p>●</p> <p>●</p>		<p>Dean, Leadership team, Recruitment/Marketing/Communications Specialist (when position filled)., MarComm staff</p> <p>Dean, Leadership team, faculty</p>
Short-Term 2018-20				
	<p>1. Develop compilation of engagement and service learning opportunities and activities.</p> <p>2. Continue to identify high need projects in community, e.g., Infant mortality, lead, opioid projects and partner with health department and other agencies to work on needed projects.</p> <p>3. Continue to develop mutually beneficial partnerships as already described and work with clinical partners on high need projects.</p>	<p>●</p> <p>●</p> <p>●</p>		<p>Leadership Team, Faculty</p> <p>Dean, Leadership team, faculty</p> <p>Dean, Leadership team</p> <p>Dean, Leadership team,</p>

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	<ol style="list-style-type: none"> 4. Continue to refine and implement plan to promote CON reputation and visibility on campus, locally, regionally. 5. Implement plan to increase our U,S. News & World Report Rankings—increase by at least 10 points per year for master’s and DNP programs. 6. Explore completion of U,S. News & World Report rankings for baccalaureate and RN to BSN programs 	<ul style="list-style-type: none"> <li style="text-align: center;">● <li style="text-align: center;">● <li style="text-align: center;">● 		<p>Recruitment/Marketing/Communications Specialist (when position filled)., MarComm staff</p> <p>Dean, Leadership team, faculty</p> <p>Dean, Leadership team</p>
Mid-Term 2020-22				
	<ol style="list-style-type: none"> 1. Develop compilation of engagement and service learning opportunities and activities. 2. Continue to identify high need projects in community, e.g., Infant mortality, lead, opioid projects and partner with health department and other agencies to work on needed projects. 	<ul style="list-style-type: none"> <li style="text-align: center;">● <li style="text-align: center;">● 		<p>Leadership Team, Faculty</p> <p>Dean, Leadership team, faculty</p>

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	<p>3. Continue to develop mutually beneficial partnerships as already described and work with clinical partners on high need projects.</p> <p>4. Continue to refine and implement plan to promote CON reputation and visibility on campus, locally, regionally.</p> <p>5. Implement plan to increase our U,S. News & World Report Rankings—increase by at least 10 points per year for master’s and DNP programs.</p> <p>6. Complete survey for U,S. News & World Report rankings for baccalaureate and RN to BSN programs</p>	<p style="text-align: center;">●</p> <p style="text-align: center;">●</p> <p style="text-align: center;">●</p> <p style="text-align: center;">●</p>	<p>Dean, Leadership team</p> <p>Dean, Leadership team, Recruitment/Marketing/Communications Specialist (when position filled)., MarComm staff</p> <p>Dean, Leadership team, faculty</p> <p>Dean, Leadership team</p>
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Outcomes	Metrics	Action Steps, Priorities and Timeline (Immediate 2017-18; Short-Term 2018-20; Mid-Term 2020-22)	Progress Key ● Complete ● In Progress ● Incomplete	Resources	Responsibility
Goal 5.2: Improve and strengthen our national and international reputation and improve ties at the local and regional levels					
Immediate 2017-2018					
		<ol style="list-style-type: none"> 1. Implement a communications and marketing plan to support the Strategic Plan and other CON planning documents. 2. Revise our CON website to make it more attractive, functional, user friendly incorporating more embedded visuals, student profiles highlighting diverse students, etc. 3. Utilize online, social media, etc. for promotion of activities and goals of this Strategic Plan 4. Incorporate “Rocket Nursing, #gorocketnursing, in our recognitions, promotional and marketing efforts. 	<p>●</p> <p>●</p> <p>●</p> <p>●</p>		<p>Dean, Leadership team, Assistant Dean for Student Services, Recruitment/Marketing,/Communications Specialist (when hired)</p> <p>Assistant Dean for Student Services, Recruitment/Marketing,/Communications Specialist (when hired)</p> <p>Dean, Leadership team, Assistant Dean for Student Services, faculty, Recruitment/Marketing,/Communications Specialist (when hired)</p> <p>Dean, Leadership team, Assistant Dean for Student Services, faculty, Recruitment/Marketing,/Communications Specialist (when hired)</p>

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Short-Term 2018-20

Short-Term 2018-20					
		<ol style="list-style-type: none"> 1. Continue to refine and implement a communications and marketing plan to support the Strategic Plan and other CON planning documents. 2. Continue to update our CON website to make it more attractive, functional, user friendly incorporating more embedded visuals, student profiles highlighting diverse students, etc. 3. Utilize online, social media, etc. for promotion of activities and goals of this Strategic Plan; add additional social media 4. Continue to incorporate “Rocket Nursing, #gorocketnursing, in our recognitions, promotional and marketing efforts. 	<ul style="list-style-type: none"> <li style="text-align: center;">● <li style="text-align: center;">● <li style="text-align: center;">● <li style="text-align: center;">● 		<p>Dean, Leadership team, Assistant Dean for Student Services, Recruitment/Marketing,/Communications Specialist (when hired)</p> <p>Assistant Dean for Student Services, Recruitment/Marketing,/Communications Specialist (when hired)</p> <p>Dean, Leadership team, Assistant Dean for Student Services, faculty, Recruitment/Marketing,/Communications Specialist (when hired)</p> <p>Dean, Leadership team, Assistant Dean for Student Services, faculty, Recruitment/Marketing,/Communications Specialist (when hired)</p>

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Mid-Term 2020-22

		<ol style="list-style-type: none"> 1. Continue to refine and implement a communications and marketing plan to support the Strategic Plan and other CON planning documents. 2. Continue to update our CON website to make it more attractive, functional, user friendly incorporating more embedded visuals, student profiles highlighting diverse students, etc. 3. Utilize online, social media, etc. for promotion of activities and goals of this Strategic Plan; add additional social media 4. Continue to incorporate “Rocket Nursing, #gorocketnursing, in our recognitions, promotional and marketing efforts. 	<ul style="list-style-type: none"> ● ● ● ● 		<p>Dean, Leadership team, Assistant Dean for Student Services, Recruitment/Marketing,/Communications Specialist (when hired)</p> <p>Assistant Dean for Student Services, Recruitment/Marketing,/Communications Specialist (when hired)</p> <p>Dean, Leadership team, Assistant Dean for Student Services, faculty, Recruitment/Marketing,/Communications Specialist (when hired)</p> <p>Dean, Leadership team, Assistant Dean for Student Services, faculty, Recruitment/Marketing,/Communications Specialist (when hired)</p>
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Goal 5.3: Increase philanthropy in support of the University's strategic goals					
Immediate 2017-2018					
		<ol style="list-style-type: none"> 1. Continue to work with temp development officer while participating in recruitment of a permanent half-time Development officer for the CON. 2. Increase “friend-raising” activities, begin making contacts and cultivating possible donors; identify alumni, who and where they are. 3. Identify fund-raising priorities and publicize in all fund-raising efforts. 4. Develop a comprehensive capital campaign “wish list” with appropriate goals incorporating faculty input 	<ul style="list-style-type: none"> ● ● ● ● 		<p>Dean, Temp. Development officer</p> <p>Dean, Temp. Development officer, Alumni Coordinator</p> <p>Dean, Temp. Development officer</p>
Short-Term 2018-20					
		<ol style="list-style-type: none"> 1. Increase “friend-raising” activities, continue making contacts and cultivating possible donors 2. Send regular contacts, newsletters to alumni, “friends”, stakeholders 	<ul style="list-style-type: none"> ● ● 		<p>Dean, Leadership team, Development Officer,</p> <p>Dean, Leadership team, Development Officer, Recruitment/Marketing/Communications Specialist</p>

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		<p>3. Set and work-toward specific goals for contacts, travel visits, fund-raising.</p> <p>4. Continue to refine fund-raising priorities and publicize in all fund-raising efforts.</p> <p>5. Continue to develop CON comprehensive capital campaign “wish list” with appropriate goals incorporating faculty input.</p>	<p>●</p> <p>●</p> <p>●</p>		<p>Dean, Leadership team, Development Officer, Advancement leadership</p> <p>Dean, Leadership team, Development Officer</p> <p>Dean, Leadership team, Development Officer, Advancement leadership</p>
Mid-Term 2020-22					
		<p>1. Continue to increase “friend-raising” activities, continue making contacts and cultivating possible donors</p> <p>2. Continue to send regular contacts, newsletters to alumni, “friends”, stakeholders</p> <p>3. Determine specific goals for contacts, travel visits, fund-raising and activities to meet these targets.</p>	<p>●</p> <p>●</p> <p>●</p>		<p>Dean, Leadership team, Development Officer,</p> <p>Dean, Leadership team, Development Officer, Recruitment/Marketing/Communications Specialist</p> <p>Dean, Leadership team, Development Officer, Advancement leadership</p>

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		<p>4. Continue to refine fund-raising priorities and publicize in all fund-raising efforts.</p> <p>5. Continue to develop CON comprehensive capital campaign “wish list” with appropriate goals incorporating faculty input.</p> <p>6. Increase new philanthropic giving in support of CON initiatives as measured by the total amount of new gift commitments in a fiscal year.</p>	<p>●</p> <p>●</p> <p>●</p>	<p>Dean, Leadership team, Development Officer,</p> <p>Dean, Leadership team, Development Officer, Advancement leadership</p> <p>Dean, Leadership team, Development Officer,</p>
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