1. Execute outstanding educational programs

   **Success Indicators: AY 2012-2013**
   - Current curricula will be examined for consistency with professional accreditation and practice standards
   - Inter-professional curriculum components will be identified across all NWCNHS disciplines and programs for the following areas: compassionate care, cultural competency, ethics, health policy, informatics, leadership, professionalism, and research for possible inter-professional courses
   - The NWCNHS internal program review schedule will be established
   - NWCNHS program evaluation plans will be reviewed and updated
   - Planning for a PhD program in rehabilitation care will be initiated

   **Success Indicators: 5-Year Goals (2012-2017)**
   - Inter-professional curriculum components will be integrated and evaluated across all disciplines and programs in the College
   - All programs will be ranked among the top 50% within their discipline in the nation

   **Success Indicators: 10-Year Goals (2012-2022)**
   - All NWCNHS curricula will be consistent with professional accreditation and practice standards
   - Ongoing NWCNHS program reviews, monitoring and evaluation processes will be operational.
   - All programs will be ranked among the top 25% within their discipline in the nation

**Key Metrics: Priority 1**

**Student Enrollment Statistics for Each Program**
- Admission rates for each semester
- Enrollment statistics for each semester
- New student enrollment statistics for each semester
- Retention rates for each semester

**Course-Related Statistics for Each Program**
- Course enrollment each semester
- Percentage of full-time vs. part-time students each semester
- Number of credit hours offered on-ground each semester
• Number of credit hours offered on-line each semester
• Average course evaluation rating by discipline: On-ground, on-line courses each semester
• Number of students who participated in global health courses

Annual Graduation Statistics for Each Program
• Graduation rates for each semester
• Graduation rates in four years or less (Undergraduate only)
• Graduation rates in six years or less (Undergraduate only)
• Number of degrees awarded
• Percentage of new graduates who would recommend their program to others
• Percentage of new graduates employed in Florida at graduation
• Number of graduates with jobs at graduation
• Salaries of employed graduates upon graduation
• Number of new graduates continuing their education in:
  • Graduate study
  • Other education
  • Salaries of new graduates at graduation
  • Program National Ranking

2. Hire, develop, and retain excellent faculty and staff

Success Indicators: AY 2012-2013
• Continue to implement the research and publications initiatives
• Continue to implement the mentoring program
• Successfully fill faculty, administration and staff vacancies
• Facilitate staff and faculty development
• Review faculty and staff salary for equity

Success Indicators: 5-Year Goals (2012-2017)
• Faculty composition will be 60% tenure-earning/tenured to 40% clinical faculty
• Faculty will be 100% doctoral prepared faculty
• Strategy to attain faculty and staff salary equity will be implemented
• At least 15% of faculty will be recognized as distinguished scholars within their discipline
• At least two outstanding faculty will hold an endowed chair or professorship

Success Indicators: 10-Year Goals (2012-2022)
• 25% of our faculty will be recognized as distinguished scholars within their discipline
• At least four outstanding faculty will hold an endowed chair or professorship
• At least 25% of faculty will be engaged internationally in scholarly activities
Key Metrics: Priority 2

Faculty by Department or Discipline
- Number of faculty that are tenured, on tenure track, on clinical track
- Percentage of faculty that are tenured, on tenure track, on clinical track
- Number of faculty with professional doctoral degrees
- Percentage of faculty with professional doctoral degrees
- Number of faculty with Ph.D. degrees
- Percentage of faculty with Ph.D. degrees
- Number of faculty vacancies
- Number of international post-doctoral fellows
  - Number of post-doctoral fellows
  - Number of faculty involved in NWCNHS mentoring program
  - Number of faculty involved in NWCNHS Research Initiative
  - Number of faculty involved in NWCNHS Publication Initiative

Faculty Honorific Awards by Department or Discipline
- Number of faculty awards: Local, state, regional, national
- Number of faculty fellowships
- Number of faculty academy members by discipline
  - Nursing: AAN, IOM
  - CSD:AHSA

Other Metrics
- Number of administrative vacancies
- Number of staff vacancies
- Number of staff involved in educational programs and workshops

3. Increase research/scholarship productivity

Success Indicators: AY 2012-2013
- At least four R-level grants will be submitted to NIH
- At least four HRSA and/or Foundation grants will be submitted
- On average faculty members will submit two new manuscripts that were positively reviewed
- On average tenured and tenure-earning faculty will submit two data-based or theoretical manuscripts that were positively reviewed
- On average each faculty member will present at least one refereed presentation at a national or international conference
- At least one faculty member will receive distinguished recognition for their scholarly achievements in at least one of the following areas: teaching, practice, research, and service
- NWCNHS faculty and staff award structure will be developed
**Success Indicators: 5-Year Goals (2012-2017)**

- At least eight RO1-level grants will be awarded by NIH
- At least one NIH-funded research center of excellence grant awarded
- At least ten Foundation grants will have been awarded
- Tenured and tenure-earning faculty will have published three data-based or theoretical manuscripts each year on average
- Clinical faculty members will have published two manuscripts each year on average
- Each faculty member will present at least one refereed presentation at a national or international conference on average
- Annual NWCNHS faculty and staff awards structure will be ongoing
- Over the five-year period, at least one faculty member will receive distinguished recognition for their scholarly achievements at the state, regional, national or international level in each of the following areas: teaching, practice, research, and service

**Success Indicators: 10-Year Goals (2012-2022)**

- College ranked among top 20 in NIH funding among colleges/schools of nursing and health sciences
- At least two NIH-funded research center of excellence grants awarded
- At least two program-level National Research Service Award grants awarded
- At least 20 Foundation grants awarded
- All clinical faculty will have published two manuscripts on average annually
- All tenured and tenure-earning faculty will have published three data-based or theoretical manuscripts on average annually
- On average each faculty member will present at least one refereed presentation at a national or international conference annually
- Over the 10-year period, at least three faculty members will receive distinguished recognition for their scholarly achievements at the state, regional, national or international level in each of the following areas: teaching, practice, research, and service

**Key Metrics: Priority 3**

**Faculty Research and Scholarship by Department or Discipline**

- Percentage of faculty who have won new and competitive funding as PI by type of grant: NIH, HRSA, Foundation, Training or Other
- Grants per faculty member (based on PI): Total, NIH, HRSA, Foundation, Training or Other
- Grant dollars won per faculty member as PI: NIH, HRSA, Foundation, Training or Other
- Dollars per grant type: Total, NIH, HRSA, Foundation, Training or Other
• Number of journal articles published by faculty members: Total, first author, collaborating author(s), refereed, non-refereed
• Percentage of journal articles published by faculty members: Total, first author, collaborating author(s), refereed, non-refereed
• Number of book chapters authored by faculty members: Total, first author, collaborating author(s)
• Percentage of faculty members authoring book chapters
• Number of books authored or edited by faculty member
• Percentage of faculty who authored or edited a book
• Number of faculty podium presentations: International, national, regional, refereed, un-refereed, invited
• Percentage of faculty giving podium presentations: International, national, regional, refereed, un-refereed, invited
• Number of faculty poster presentations: International, national, regional, refereed, un-refereed
• Percentage of faculty members presenting posters: International, national, regional, refereed, un-refereed

4. Optimize professional licensure and certification at graduation

   **Success Indicators: AY 2012-2013**
   • Identification of students at risks for failing certification or licensure examinations will be conducted through testing at program mid- and end-points, and remediation strategies will be in place for each discipline
   • Student licensure and certification first-time pass rates will be within five points of the national average at minimum

   **Success Indicators: 5-Year Goals (2012-2017)**
   • Identification of students at risks for failing certification or licensure examinations will be conducted through testing at program mid- and end-points, and remediation strategies will be in place for each discipline on an ongoing basis
   • Student licensure and certification first-time pass rates will be within five points of 100%

   **Success Indicators: 10-Year Goals (2012-2022)**
   • Assessments for students at risks for failing certification or licensure examinations will have been conducted and remediation strategies will be in place for each discipline at program mid- and end-points
   • Licensure and certification first-time pass rates will be 100%
Key Metrics: Priority 4
Annual Licensure and Certification Pass Rates

- First-time pass rates by discipline
  - Nursing: UG – NCLEX pass rates (Generic, FEP)
  - Nursing: Nurse Practitioner Certification for adult, family, and pediatric programs
  - OT
  - AT
  - PT
  - CSD

5. Enhance NWCNHS fiscal sustainability

Success Indicators: AY 2012-2013

- The utility of financial resources will be maximized
- The College’s fundraising total will be raised to $1 million
- The number of revenue sources will increase
- Private gifts for student and faculty scholarships will increase by 25%

Success Indicators: 5-Year Goals (2012-2017)

- NWCNHS will attain 75% equivalent auxiliary funds vs. E&G state funding (increase in auxiliaries of approximately 50%)
- All programs at minimum will break even financially
- Revenue sources will increase annually
- A minimum of two endowed professorships/chairs of over $1 million each will be supported and named on behalf of donors
- At least one center of excellence (STAR, CARE, etc.) is endowed and named on behalf of donor
- NWCNHS Enterprises will be established and generating a profit

Success Indicators: 10-Year Goals (2012-2022)

- NWCNHS will attain 100% equivalent auxiliary funds vs. E&G state funding (increase in auxiliaries of approximately 100%)
- All programs at minimum will continue to break even financially
- Revenue sources will increase with the addition of at least 2 new contracts or income streams annually
- A minimum of four endowed professorships/chairs of over $1 million each will be supported and named on behalf of donors
- The NWCNHS deanship will be endowed for over $2 million and will be named on behalf of its donor
- At least two centers of excellence (STAR, CARE, etc.) will be endowed and named on behalf of donors
- NWCNHS Enterprises will be established and generating a profit each year
Key Metrics: Priority 5
Advancement and Development Statistics
- Number and dollar amounts of annual gifts received
  - Scholarships
  - Unrestricted Gifts
  - Specified Gifts
  - Endowments: New and Existing by Type
  - Other Gifts
- Number and dollar amounts of contracts that generate income

6. Develop faculty practice
Success Indicators: AY 2012-2013
- NWCNHS faculty practice models will be developed
- Opportunities for clinical faculty to practice will be created
- Integration of NWCNHS faculty practice into the FIU Health Network will be underway

Success Indicators: 5-Year Goals (2012-2017)
- NWCNHS faculty practice models will be implemented within the FIU Health Network and the community
- NWCNHS-managed clinics will be developed within the FIU Health Network
- Collaborative practice with community-based organizations will be underway
- NWCNHS teaching and research missions will be integrated via the FIU Health Network and in collaborative faculty practice settings

Success Indicators: 10-Year Goals (2012-2022)
- Faculty practice models will be fully implemented
- NWCNHS-managed clinics will be revenue generating and self-sustaining
- Over 50% of NWCNHS clinical faculty will participate in practice via FIU Health Network
- Students will participate in learning experiences within FIU Health Network and other collaborative faculty practice settings
- Faculty and students will conduct research in collaboration within FIU Health Network and other collaborative faculty practice settings

Key Metrics: Priority 6
- Number of faculty involved in faculty practice: Total, FIU practice & Non-FIU practice
- Percentage of faculty involved in faculty practice: Total, FIU practice & Non-FIU practice
- Number of NWCNHS-run clinics
- Client volume in NWCNHS-run clinics
7. Enhance faculty, staff and student community engagement

Success Indicators: AY 2012-2013:
- A NWCNHS community engagement strategy will be developed
- Faculty and student community engagement activities will be supported and documented in collaboration with the University Office of Engagement

Success Indicators: 5-Year Goals (2012-2017)
- A NWCNHS Community Engagement Committee will facilitate, monitor and document faculty, staff and student engagement activities
- A minimum of 25% of faculty, staff and students will be involved in community engagement activities

Success Indicators: Year Goals (2012-2022)
- A NWCNHS Community Engagement Committee will continue to facilitate, monitor, and document faculty, staff and student engagement activities
- A minimum of 30% of faculty, students and staff will be engaged in community activities focused on underserved populations each year

Key Metrics: Priority 7
Faculty Engagement by Department or Discipline
- Number of faculty involved in engagement activities
- Percentage of faculty involved in engagement activities

8. Expand global initiatives

Success Indicators: AY 2012-2013
- Global health courses and internships will be expanded
- At least one post-doctoral experience will be offered to an international fellow
- At least one health care program abroad will be enhanced through faculty consultation in the areas of education, practice, service and/or research

Success Indicators: 5-Year Goals (2012-2017)
- Operational partnerships for the development of education, practice, service and/or research will be implemented
- A Fulbright exchange program will be available
- Interdisciplinary global partnerships in education, practice, service or research abroad will be implemented

Success Indicators: 10-Year Goals (2012-2022)
- Operational partnerships for the development of education, practice, service and research abroad will be expanded and sustained
- The Fulbright exchange program will be continued
- Interdisciplinary global partnerships in at least two areas (education, practice, service or research) will be implemented
• Expertise in simulation pedagogy will continue to be provided globally or internationally

**Key Metrics: Priority 8**
- Number of faculty engaged in international scholarship activities: Research, teaching, service
- Percentage of faculty engaged in international scholarship activities: Research, teaching, service
- Number of faculty engaged in consultation abroad
- Number of students who participated in global health courses

9. Increase NWCNHS operational efficiency and effectiveness

**Success Indicators: AY 2012-2013**
- New NWCNHS organizational plan will be implemented
- Policies and procedures will be identified, catalogued and disseminated
- Policies and procedures will be analyzed and updated to create appropriate redundancy and contingency plan of operation
- Annual review and updating of NWCNHS Strategic Plan will be completed

**Success Indicators: 5-Year Goals (2012-2017)**
- Analysis, updating, and cataloguing of policies and procedures will be done annually to create appropriate redundancy and contingency plan of operation
- NWCNHS organizational structure will be reviewed annually

**Success Indicators: 10-Year Goals (2012-2022)**
- Analysis, updating, and cataloguing of policies and procedures will be done annually to create appropriate redundancy and contingency plan of operation
- NWCNHS organizational structure will be reviewed annually

**Key Metrics: Priority 9**
- Number of policies and procedures reviewed, updated, and approved
- Number of policies and procedures catalogued and disseminated
- Number of policies and procedures that need to be reviewed, updated, approved and catalogued

[Revised 10/18/2012]