



**Nicole Wertheim
College of Nursing
& Health Sciences**

FLORIDA INTERNATIONAL UNIVERSITY

NWCNHS STRATEGIC PLAN

Mission, Vision, Values and Strategic Priorities (2022-2032)

EXECUTIVE STATEMENT

The FIU College of Nursing and Health Sciences revised its mission, vision and values, and developed its original college strategic plan 10 years ago. During that time, our strategic plan has served as our map and guidepost for moving our academic programs forward as we prepare outstanding clinicians, health administrators, researchers, educators and leaders. Our continuous self-inquiry, and future-oriented musings in which we engaged during the development and implementation of our 2012-2022 Strategic Plan has further crystalized our collective perceptions of who we are, where we are, what we are about, and the multiple stops along the way as we navigate our multiple destinations along our journey to excellence.

The outcomes of our previous strategic plan have been amazing and often beyond our expectations. The college received a transformational gift from the Dr. Herbert and Nicole Wertheim Family Foundation -- a gift which greatly enhanced our path to unprecedented success. We became the Nicole Wetheim College of Nursing and Health Sciences; and, the college has become recognized as a national pacesetter in the preparation of outstanding healthcare clinicians and leaders in nursing, athletic training, communication sciences and disorders, health services administration, occupational therapy, and physical therapy. All of our programs have become notably ranked in their disciplines, and five of our programs are ranked above #50 for public universities by *U.S. News and World Report*. These include: the Doctorate of Nursing Practice (# 27), the Master of Science in Nursing (#33), the Masters in Occupational Therapy (#43), and the Masters in Health Services Administration (#32). Our students, faculty and staff have increased their engagement and contributions to our local, national and global communities.

As we review our progress on prior strategic initiatives, we are aware that our past embarkation on the journey to continuously transforming ourselves, our multiple communities, and the world resulted in great accomplishments. However, our successes opened doors to more challenges that require more comprehensive, creative and thoughtful strategies for reaching our multiple destinations along the way to excellence.

Ora Lea Strickland, PhD, RN, FAAN
Dean and Professor

NWCNHS MISSION

Our mission is:

To prepare diverse healthcare professionals who are providers and leaders in the delivery of high quality, accessible, culturally-competent, and compassionate care within in a highly technological and global environment.

To teach, conduct research and practice in service to the community through inter-professional collaboration.

To create, promote, expand and validate scientific knowledge and evidence-based practice through interdisciplinary research.

NWCNHS VISION

The vision of the NWCNHS is to be globally recognized as the higher education destination organization that is innovative, inquiry-driven and technologically advanced; drawing diverse top-class faculty, students, staff and others for positive transformation of society with a focus on the health care needs of underserved populations.

NWCNHS VALUES

- TRUTH
- FREEDOM
- RESPECT
- RESPONSIBILITY
- EXCELLENCE
- COMPASSION
- CARING
- INNOVATION
- INTEGRITY
- CULTURAL COMPETENCE
- COLLABORATION

NWCNHS MOTTO:

We are fueled by intellect; driven by innovation and caring.

NWCNHS STRATEGIC PRIORITIES

1. Execute outstanding educational programs

Ongoing/Continuous indicators:

- All curricula are consistent with professional accreditation and practice standards.
- All program reviews, monitoring and evaluation processes are fully operational.

Success Indicators: 3-Year Goals AY 2022-2025

- Refine infrastructure/system for continuous review of programs to ensure they meet professional accreditation standards and maintain high quality.
- Integrate concepts of determinants of health, social justice, genetics/epigenetics/genomics, immunology, cultural humility, compassionate care, cultural competency, ethics, health policy, informatics/technology, leadership, professionalism, and research across all program curricula.
- Integrate determinants of health into interprofessional curriculum components across all curricula.
- Identify areas the college will focus on for micro credentialing (e.g., leading to certification and/or credit) within an identified area such as human trafficking, determinants of health, inclusivity, opioid issues.
- Obtain approval for a PhD program track in rehabilitation sciences.
- Identify viable collaborations for advanced practice nursing residency programs (e.g., joint appointment).
- Incorporate educational determinants into curricula to foster student centered learning approaches and activities and develop a personalized educational experience.
- Increase scholarliness of curricular activities that promote scientific engagement of students with faculty in research, publications, and presentations.
- Integrate diversity, equity, and inclusion processes into college policies related to program operations and management, student recruitment, faculty recruitment, and the development of a culture of belonging and inclusiveness.

Success Indicators: 5-Year Goals AY 2022-2027

- Implement a minimum of two micro credentialing certification/credits offerings.
- Implement the PhD program track in rehabilitation sciences.
(Identify and admit students into the PhD program track in rehabilitation sciences in addition to the Nursing PhD.)
- Determine the feasibility of offering nurse midwifery and neonatal intensive care programs within the college.

- Implement practical models for advanced practice nursing residency programs.
- Assess the feasibility of interprofessional curriculum components that are integrated across all disciplines and programs.
- Establish student-centered learning approaches across all college programs.
- Twenty-five percent of college programs will be ranked among the top 50; and 50% will be ranked among the top 100 for public universities within their discipline in the nation.
 - Ranking based on *U.S. News and World Report* or other nationally recognized ranking bodies.

Success Indicators: 10-Year Goals AY2022-2032

- Fifty percent of college programs will be ranked among the top 50; and 75% will be ranked among the top 100 for public universities within their discipline in the nation.
 - Ranking based on *US News and World Report* or other nationally recognized ranking body.
- Integration of interprofessional curriculum components will be evident across programs and will be reflected in faculty and student publications, research, and scholarly contributions globally.
- Residency programs will be established in specialty areas (e.g., nurse practitioner adult-gerontology, pediatrics, mental/behavioral health).

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
- Crosswalk table of where identified determinants of health are located in curriculum

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 the first year of graduation
- Number of graduates with jobs or attending graduate programs within the first year of graduation
- Salaries of employed graduates upon graduation
- Number of new graduates continuing their education in:
 - Graduate study
 - Other education
- Program National Ranking(s)

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

Ongoing/Continuous indicators:

- Review faculty and staff salaries for equity on an annual basis.
- Conduct annual faculty reviews for faculty members' potential to be recognized as a fellow or to receive national and international honorific awards in their disciplines.
- Conduct annual faculty reviews for faculty members' potential for promotion and/or tenure.
- Review NWCNHS faculty and staff annually (by college committee) for faculty and staff awards.
- Identify recruitment needs for each department within the college and determine an appropriate mix of faculty (e.g., faculty student ratios, faculty specialties, degrees, tenure, faculty rank) annually.

Success Indicators: 3-Year Goals AY 2022-2025

- Recruit tenured and tenure earning faculty at various ranks.
- Develop a diversity, equity, and inclusion process to review and recommend policies and changes in policies related to College and program operations and management, faculty and staff recruitment and screening, and to develop a culture of belonging and inclusiveness.
- Provide at least one educational program for NWCNHS staff and faculty development annually.
- Provide support for faculty and staff to present at professional workshops, conferences, and other development activities.

- Obtain research resources that facilitate and support research program development of junior faculty.
- Develop research core areas in: gerontology, maternal-child/family health, chronic disease prevention and care, and rehabilitation sciences and care.
- Continue to implement the research and publication initiatives.
- Continue to implement the mentoring program for tenure/tenure earning and clinical faculty.
- Fill faculty, administration and staff vacancies using processes that ensure diversity, equity, and inclusion.
- Develop a systematic process to identify, nominate, and recognize faculty for honorific and/or local, state, regional, national, and international awards.

Success Indicators: 5-Year Goals AY 2022-2027

- Faculty composition will be 60% tenure-earning/tenured to 40% clinical faculty.
- Faculty will be 100% doctoral prepared.
- At least 25% of faculty will be recognized as distinguished scholars within their discipline.
- At least two additional endowed chairs and/or faculty scholar professorships (totaling 6) will be held by outstanding NWCNHS faculty members.
- At least one distinguished visiting professorship will be appointed.
- At least one outstanding visiting faculty member will be appointed to an endowed lectureship in the college.

Success Indicators: 10-Year Goals AY 2022-2032

- Thirty percent (30%) of our faculty will be recognized as distinguished scholars within their discipline.
- Four additional endowed chairs and/or faculty scholar professorships (totaling 7) will be funded by new incremental donor contributions. Of those, at least 2 will be research-focused.
- A minimum of 25% of faculty will be engaged in international scholarly activities.
- NWCNHS faculty differentiated teaching assignments will be equitable with the other colleges throughout the university
 - 3/3 for clinical faculty
 - 2/2 for tenured/tenure earning faculty
- Tenured and tenure-earning faculty will support a minimum of 30% of their salary via outside grants each year.

Key Metrics: Priority 2

Faculty by Department or Discipline

- Number/percentage of faculty that are tenured, on tenure track, on clinical track
- Number/percentage of faculty with academic doctorates (i.e., PhD, EdD, DSc).
- Number/percentage of faculty with professional doctoral 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 fellows in honorary societies
- Number of faculty academy members/fellows by discipline (e.g., Nursing: AAN, IOM; CSD: AHSa; OT: AOTA)

Other Metrics

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

3. Increase research/scholarship productivity

Ongoing/Continuous indicators:

- Recruit and develop faculty that contribute to the University's Preeminent and Emerging Preeminent areas, such as: Centers for Children and Families; Global Forensics and Justice Center.
- Recruit and develop faculty that contribute to NWCNHS research priorities such as: chronic disease prevention and care, disease prevention and family health, community mental health, cancer prevention and care, rehabilitation science and care.

Success Indicators: 3 Year Goals AY 2022-2025

- At least four R01 -level or major grant proposals with budgets above \$1 million will be submitted to governmental agencies, e.g., NIH, HRSA, NSF and/or foundations; and at least 8 other grant proposals with budgets above \$100,000 will be submitted each semester (or 24 a year).
- On average each clinical faculty member will publish (as primary or co-author) at least one refereed manuscript annually.

- On average each tenured and tenure-earning faculty member will publish at least 3 refereed data-based or theoretical manuscripts annually.
- On average each faculty member will present at least one refereed presentation at a national or international conference annually.
- On average at least one faculty member in the college will receive a distinguished recognition for their scholarly achievements in at least one of the following areas: teaching, practice, research, or service from an external national or international organization.
- Each Faculty member will be involved in at least two interprofessional and/or interdisciplinary research, scholarship and creative activities within the college and/or across the university.
- All Faculty will document their scholarship using national platforms (e.g., Research Gate)

Success Indicators: 5-Year Goals AY 2022-2027

- At least four R01 -level grants of \$1 million or more will be awarded by governmental agencies, e.g., NIH, HRSA, and NSF.
- At least one NIH-funded research center of excellence grant will be awarded.
- At least ten foundation grants of \$200,000 or more will have been awarded.
- On average each tenured and tenure-earning faculty will have published three data-based or theoretical manuscripts annually.
- On average each clinical faculty member will have published one refereed manuscript (as primary author or co-author) annually.
- On average each faculty member will present at least one refereed presentation at a state, regional, national, or international conference.
- At least two 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.
- At least 5 faculty members will author or co-author active books.
- At least one graduate student will become an endowed graduate fellow.

Success Indicators: 10-Year Goals AY 2022-2032

- NWCNHS will be ranked among the top 50 in NIH funding among colleges/schools of nursing and health sciences.
- At least two NIH-funded research centers of excellence grants will have been awarded.
- At least two program-level National Research Service Award grants will have been awarded.
- At least 20 Foundation grants of \$200,000 or more will have been awarded.

- All clinical faculty members will have published two manuscripts on average annually.
- All tenured and tenure-earning faculty will have published four 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.
- 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.
- Faculty will lead at least two interprofessional and/or interdisciplinary research, scholarship, and creative activities within college and across the university.
- NWCNHS will maintain a total of 10 endowed chairs or professorships.
- NWCNHS will maintain a total of 3 distinguished visiting professorships, endowed lectureships, and an endowed graduate fellowship.
- NWCNHS will have developed a college innovation center to encourage new and effective approaches, products, and instrumentation for healthcare.
- NWCNHS faculty members will hold at least 4 patents.
- At least 5 faculty members will continue to author or co-author active books.

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
- Number of faculty patents.

4. Optimize professional licensure and certification at graduation

Ongoing/Continuous indicators:

- Remediate students identified to be at risks for failing certification or licensure examinations through testing at program mid- and endpoints for each discipline.
- Monitor student learning outcomes utilizing the Panther Success Network each semester.
- Student licensure and certification first-time pass rates will be within five points of the national average at minimum.

Success Indicators: 3-Year Goals AY 2022-2025

- At least 94% of students that graduate from clinical programs will take and pass licensure or certification examination within 6 months of graduation.

Success Indicators: 5-Year Goals AY 2022-2027

- At least 96% of students that graduate from clinical programs will take and pass licensure or certification examination within 6 months of graduation.

Success Indicators: 10-Year Goals AY 2022-2032

- Licensure and certification first-time pass rates will be 100% within 6 months of graduation.

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 licensure
- AT licensure
- PT licensure
- CSD licensure

5. Implement faculty practice for primary care and community-based settings

Success Indicators: 3 Year Goals AY 2022-2025

- Develop NWCNHS faculty practice models.
- Create opportunities for clinical faculty to practice.
- Develop successful faculty practice healthcare reimbursement models for NWCNHS clinical disciplines.
- Develop clinical partnerships and practice models that are financially viable.

Success Indicators: 5-Year Goals AY 2022-2027

- NWCNHS faculty practice models will be implemented within the community.
- NWCNHS-managed clinics will be developed.
- Collaborative practice with community-based organizations will be established.
- NWCNHS teaching and research missions will be integrated in collaborative faculty practice settings.
- Grants and funding will be obtained for faculty practice initiatives.

Success Indicators: 10-Year Goals AY 2022-2032

- Faculty practice models will be fully implemented.
- NWCNHS-managed clinics will be revenue generating and/or self-sustaining.
- Over 50% of NWCNHS clinical faculty will participate in practice.
- Students will participate in learning experiences in collaborative faculty practice settings.
- Faculty and students will engage in scholarly activities and conduct research in collaborative faculty practice settings.

Key Metrics: Priority 5

- 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
- Number and source of major grants (\$1 million or more) awarded that support faculty practice
- Number and source of other grants and gifts awarded that support faculty practice
- Total amount of grant funds awarded that support faculty practice
- Total amount of funds from gifts received for faculty practice
- Total amount of revenue obtained from practice services provided

6. Enhance faculty, staff, and student community engagement

Success Indicators: 3-Year Goals AY 2022-2025

- Develop a NWCNHS community engagement strategy.
- Establish an alumni and community partners recognition mechanism.
- Recognize outstanding NWCNHS alumni and community partners annually.
- Support and document faculty and student community engagement activities in collaboration with the University Office of Engagement.

Success Indicators: 5-Year Goals AY2022-2027

- A NWCNHS Community Engagement Committee will facilitate, monitor, and document faculty, staff, and student engagement activities.
- Alumni relations staff will expand.
- A minimum of 25% of faculty, staff and students will be involved in community engagement activities.
- Continue to recognize outstanding NWCNHS alumni and community partners annually.

Success Indicators: Year Goals AY 2022-2032

- 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.
- Continue to recognize outstanding NWCNHS alumni and community partners annually.

Key Metrics: Priority 6

Faculty Community Engagement by Department or Discipline

- Number and percentage of faculty and staff involved in engagement activities
- Number and percentage of students involved in engagement activities
- Nature and types of engagement activities
- Annual cost of community engagement activities
- Nature and number of community, student, and faculty outcomes from engagement activities (e.g., vaccines administered, screenings done, number of community members taught, etc.)
- Number and citation of faculty and/or student publications resulting from community engagement
- Number and citations of faculty and/or student publications resulting from community engagement

- Number of media articles resulting from community engagement activities (newspaper articles, social media postings, etc.)

7. Expand global initiatives

Success Indicators: 3-Year Goals AY 2022-2025

- Expand global health courses and internships.
- Offer at least one post-doctoral experience to an international fellow.
- Faculty will offer consultation in the areas of education, practice, service and/or research to enhance at least one health care program abroad annually.
- Faculty will collaborate with COIL to develop and integrate at least one global engagement in the curriculum annually.

Success Indicators: 5-Year Goals AY 2022-2027

- Implement at least one operational global partnership for the development of education, practice, service and/or interdisciplinary partnerships annually.
- Establish a global initiative endowment to support student and faculty engagement in global initiatives.

Success Indicators: 10-Year Goals AY 2022-2032

- Operational partnerships for the development of education, practice, service, and research abroad will be expanded and sustained.
- At least one faculty member will participate in the the Fulbright exchange program.
- Interdisciplinary global partnerships in at least two areas (education, practice, service, or research) will be implemented annually.
- NWCNHS faculty, student and staff expertise in simulation pedagogy will continue to be provided globally or internationally.
- Grants and gifts will continue to be obtained for global initiatives and partnerships.

Key Metrics: Priority 7

- Number and percentage of faculty engaged in international scholarship activities:
Research, teaching, service
- Number and percentage of students engaged in international scholarship activities:
Research, teaching, service
- Number and percentage of faculty engaged in consultation abroad
- Nature and types of global engagement activities
- Annual cost of global engagement activities

- Nature and number of global community, student, and faculty outcomes from engagement activities (e.g., vaccines administered, screenings done, number of community members taught, etc.)
- Annual costs of global initiatives
- Number and citation of faculty and/or student publications resulting from global initiatives
- Number and citations of faculty and/or student publications resulting from global initiatives
- Number of media articles resulting from global initiatives (newspaper articles, social media postings, etc.)

8. Enhance NWCNHS fiscal sustainability

Ongoing/Continuous indicators:

Develop entrepreneurial activities to expand the financial base of the college.

Success Indicators: 3- Year Goals AY 2022-2025

- Enrollment and retention in each program will be monitored and maximized.
- The College's annual fundraising total will be a minimum of \$2 million.
- A minimum of 60% faculty/staff will contribute annually to the Ignite campaign.
- Increase NWCNHS alumni contributions to 18% (Note: minimum per university).
- Private gifts for student scholarships will increase by 25% from 2021-2025.
- Private gifts for faculty development, enhancement, and research will increase by 10% from 2021-2025.
- Funds will be obtained for a minimum of two new endowed professorships and/or endowed faculty scholars (total 5).
- Processes will be developed to consistently inform faculty/staff regarding NWCNHS budgetary/fiscal matters.

Success Indicators: 5-Year Goals AY 2022-2027

- The College's annual fundraising total will be a minimum of \$2 million per year.
- A minimum of 75% faculty/staff will contribute to Ignite campaign.
- NWCNHS will attain 25% equivalent auxiliary funds vs. E&G state funding.
- Alumni contributions will increase by 18% (Note: minimum per university 18%).
- All programs with differential tuition (e.g., graduate tuition) will break even financially.
- Funds will be obtained for a minimum of two new endowed professorships and/or faculty scholars (total of 8).

- Funds will be obtained for a minimum of one new distinguished visiting professorship of \$500,000.
- Funds will be obtained for a minimum of one Endowed lectureship of \$250,000.
- Funds will be obtained for a minimum of one endowed graduate fellowship of \$250,000.
- The STAR Center will be endowed and named.
- NWCNHS Enterprises will be established and generating a profit.

* Note: These figures are currently university minimums for named professorships:

- Endowed Chair - \$1.5M
- Distinguished Professorship - \$1M
- Distinguished Visiting Professorship - \$500,000
- Endowed Lectureship - \$250,000
- Endowed Graduate Fellowship – \$250,000 and above
- Faculty Enhancement and Recruitment Endowment - \$250,000 and above

Success Indicators: 10-Year Goals AY2022-2032

- Funds will be sought for a minimum of two new endowed professorships and/or faculty scholars (total of 10).
- All programs with differential tuition will at minimum continue to break even financially.
- At least one new revenue stream will be identified that supports the financial sustainability of the college.
- The NWCNHS deanship will be endowed for a minimum of \$2.5 million and named.

Key Metrics: Priority 8

Advancement and Development Statistics

Number and dollar amount of annual gifts received in the following areas:

- Scholarships
- Unrestricted Gifts
- Specified Gifts
- Endowments: New and Existing by Type
- Other Gifts
- Number and dollar amount of contracts that generate income
- Private gifts for student scholarships will increase by 25% (Note: add to metrics # of and dollar amount)

9. Increase NWCNHS operational efficiency and effectiveness

Ongoing/Continuous indicators:

- The utility of financial resources will be maximized across all funds.
- Endowment funded foundation scholarships will be awarded annually.
- Policies and procedures will be identified, catalogued, and disseminated.
- Policies and procedures will be analyzed and updated to create appropriate redundancy and contingency plans of operation.
- Annually review and update of NWCNHS Strategic Plan will be done.
- Continue to refine the NWCNHS organizational plan and structure as needed.
- Financial year end residual balances in the E & G budget entity will be as low as possible, to maximize the use of existing budget.
- All financial deadlines will be met in a timely manner.
- There will be no significant audit findings by the Office of Internal Audit.

Key Metrics: Priority 9

- Year-end residual fund balances in the E&G budget entity will be less than 1%
- At least 90% of endowment scholarship balances will be awarded annually
- Number of policies and procedures reviewed, updated, and approved noted
- Number of policies and procedures catalogued and disseminated noted
- Number of policies and procedures that need to be reviewed, updated, approved, and catalogued noted

- No materially significant findings will be noted in report(s) from the Office of Internal Audit