College of Nursing
2014/2015 through 2018/2019
The vision for health care for the future is full of challenges; expanding demand for care, older and sicker patients, more complex technology, and new health care settings and team configurations. Couple these challenges with the implementation of the Affordable Care Act of 2010, and we have an environment that is in need of the best providers and leaders to influence health care. At the center of the future of health care is the nursing workforce, the largest groups of health professionals who must be better educated and ready to take on new roles as care providers and leaders of health care reform.

The College of Nursing is the newest college at Penn State University, being named by the Board of Trustees in September of 2013. Although it is a new College, we have a 50 year history of excellence in the education of nursing students on which to build our future. The current College of Nursing has five academic programs including the associate degree, baccalaureate (first year admission and second degree), registered nurse to baccalaureate, masters (academic and professional degrees), and doctoral programs providing education to over 2800 full-time undergraduate and graduate students on 13 campuses throughout the Commonwealth. The Penn State College of Nursing is the largest educator of pre-licensure students in the Commonwealth of Pennsylvania.

Over the last ten years, we have focused heavily on advancing the contributions the Penn State College of Nursing makes to the science of health care. Programs of research focus on adherence to treatment for patients with sleep apnea, dementia and delirium in the elderly, end of life care, palliative care, adolescent development, heart failure, and care of the elderly in prisons. In 2011, The Center for Nursing Research was created to bring together resources, create synergy among our researchers, and add support so that researchers can focus on the development of the science. We have created a culture of research that has permeated our College of Nursing. This has resulted in a dramatic rise in our NIH ranking from 94th in the country in 2004 to 17th among all nursing programs in 2011. We are currently ranked 25th in the country in NIH funding.

Consistent with the land grant mission, our outreach activities have focused on increasing access to education for the nurses of Pennsylvania. Continuing education programs, both online and in person, have been developed to share cutting edge, evidence-based practice innovations with those who ordinarily would not have access to this kind of information. In the fall of 2014, the first online practice doctoral program was launched by the College of Nursing through the World Campus, again making a quality education available to those who are geographically bound or who have constraints making residence education impossible.

The College of Nursing is poised to continue its growth with a focus on maintaining excellence in education, research and outreach. The contributions the College of Nursing will continue to make to the health science mission of the University are essential to developing increased strength in the health sciences at Penn State and shaping a health care system that will be ready to meet the complex challenges of the future.
College of Nursing Mission
Improve the health care of all people in the Commonwealth of Pennsylvania, the nation and the world though the development of qualified nurse leaders at all levels of practice, the development of nursing science, and the provision of nursing care to individuals, families and communities. This is accomplished through the integrated programs of nursing, education, research, scholarship and outreach.

College of Nursing Vision
Create a dynamic and engaged community of scholars who integrate excellence in academics, nursing research and clinical scholarship, and outreach to the community with a commitment to improving the quality of life for all people.

College of Nursing Goals
Goal 1: Transform Nursing Education
Create an environment that supports excellence in graduate and undergraduate education to prepare ethically-responsible and culturally-sensitive nurse leaders for the complex and rapidly changing world of health care delivery.

Objectives:
1. Implement academic program changes that align with the national movement to transform nursing education, promote advanced education and support life-long learning.

Tactics
- Successfully close the AS in nursing program.
- Extend the BS in nursing program to designated campuses.
- Effectively implement the online doctor of nursing practice program (DNP).
- Expand enrollments in the online MSN program in Nursing Education and Nursing Administration.
- Extend MSN program for nurse practitioners to two additional campuses.
- Develop a new student orientation program for all students which includes a strong focus on the ethics and values in the College of Nursing.
- Assess the integration of ethics in all relevant courses and develop a plan for integration where appropriate.
- Develop and implement a transition plan to achieve the College’s aspiration to achieve a fully doctorally-prepared full time faculty.
- Implement a clinical track for doctorally-prepared faculty to allow for advancement.
- Create learning communities comprised of faculty with similar nursing specialization to foster collaboration and dissemination of best teaching practices across the undergraduate program.
- Design an innovative model of advising, mentoring and retention to support student success and successful implementation of the BS program at the campuses.
- Forge alliances with healthcare facilities to deliver five continuing education programs to support the nurse’s lifelong learning.
- Increase diversity focused educational programs and other learning opportunities for faculty, staff and students.

2. Establish learning activities that promote interprofessional collaboration between nursing and other disciplines (clinical experiences, classroom learning) with the goal of developing a deeper
understanding of the unique contributions each discipline makes in improving health care for diverse populations.

**Tactics**
- Develop and implement an Office of Interprofessional Collaborative Education and Teamwork.
- Design and implement one interprofessional simulation activity per year.
- Build on interprofessional grand rounds to design new opportunities for students to learn together.
- Explore the development of a dedicated interprofessional education unit at Hershey Medical Center.
- Work with colleagues in the University in support of international experiences for students and faculty.

3. Create innovations in the wise use of technology that support existing academic programs, provide full utilization of the simulation laboratory and build opportunities for innovation in education and pedagogical research.

**Tactics**
- Develop a blueprint of simulation integration used in all of Penn States nursing academic programs that integrates strong critical thinking, standards of practice and nursing’s code of ethics.
- Identify one outreach activity that will utilize the simulation laboratory.
- Achieve completion of the Penn State Certificate for Online Teaching by at least 50% of faculty members teaching online courses.
- Create a model for assuring ethics and nursing’s core values are reflected in all of our online courses.
- Develop two new certificates (topic TBD) that support nurses’ life-long learning.
- Provide support for one faculty member to attend simulation training to support the academic programs.

4. In collaboration with the College of Health and Human Development (HHD), develop a curriculum that fosters United States and international Cultural competencies which will enhance the quality of the student experience and distinguish the Penn State graduate in the marketplace.

**Tactics**
- Identify and provide two short-term immersion opportunities (local, state or national) for students to care for populations with health disparities.
- Provide at least one service learning activity involving health screening of populations with health disparities through Outreach and Online Education.
- Develop one additional opportunity each year for students from all College of Nursing campuses to engage in an international experience.
- Collaboratively develop and implement a pilot of engaged scholarship with Health Engagement and Portfolio Management.
- Create opportunities for students to learn about human rights in the context of every immersion experience.
5. Create targeted, proactive strategies for recruiting and retaining a diverse student body and faculty/staff workforce for all academic programs and in areas of intellectual synergy to support the scholarship of teaching, service and research.

**Tactics**
- Establish a Multicultural Office in the College that works to develop a shared and inclusive understanding of diversity and facilitates the objectives of the Diversity Enhancement Committee.
- Develop and implement a student and faculty recruitment plan that targets underrepresented groups.
- Recruit students and faculty at national meetings (National Student Nurses Association, National Black Nurses and Latino Nurses Association) with a focus on diversifying university leadership and management.
- Continue active recruitment of diverse faculty members by advertising in journals with broad circulation and/or targeted circulation to specific diversity populations.
- Review all written and electronic materials, including handbooks and orientation programs to ensure that College’s commitment to creating a welcoming campus climate is clearly articulated.
- Continue to collaborate with HHD on implementation of Healthy People Penn State (HPPS).
- Evaluate the effectiveness of HPPS on enrollments in the graduate program.
- Work closely with the Development Office to establish two scholarships for diverse students.
- Recruit high school students by engaging current nursing students in targeted recruitment efforts.
- Recruit diverse alumni to serve as mentors.
- Promote accelerated pathways to the terminal degree (BS to DNP, BS to PhD) by presenting an informational session at Student Nurses Association of Pennsylvania chapter meetings and at targeted undergraduate courses.
- Develop a peer support/mentoring program that reaches at least 50% of the underrepresented students in the College.

6. Design and implement a recruitment plan to enroll high quality, diverse PhD students into the nursing science program.

**Tactics**
- Identify a person who can provide coordination to recruitment efforts.
- Design and implement a robust recruitment plan for PhD students.
- Evaluate the effectiveness of the implementation on PhD enrollments.

7. Assess the learning outcomes of students in the graduate and undergraduate programs using the College of Nursing’s Systematic Program Evaluation Plan (SPEP).

**Tactic**
- Implement the SPEP as described.

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**Goal 2: Build a Responsive Clinical Enterprise for Penn State Faculty and Staff at University Park**
The College of Nursing has an opportunity to provide an important service to the Penn State community by creating a Faculty/Staff Wellness Clinic, in collaboration with others in the University, for faculty and staff to deal with minor episodic illness and promote wellness with a focus on intensive disease management.

**Objectives:**

1. **Establish partnerships with others in the Penn State community (e.g. HHD, The College of Medicine, Hershey Medical Physicians, Student Health Services, Human Resources, and University Faculty Senate) that have a commitment to faculty practice and can make a contribution to faculty and staff health or who have responsibility for some aspect of faculty/staff health.**

**Tactics**
- Identify partners in the Penn State community to determine who is interested in contributing to the development and implementation of this clinic.
- Define the collaborative arrangements for moving the clinic forward.

2. **Design an economically-feasible interdisciplinary delivery model that will provide needed and desired health services which have a high potential to be embraced by the Penn State community creating a long-term solution for supporting health.**

**Tactics**
- Identify the product to be delivered in the clinic.
- Identify the approach to delivery of the products.
- Develop a proposal that can be shared with University stakeholders about the mission, vision and objectives of this clinic (transparency).
- Obtain feedback on this issues related to implementation.
- Make adjustments to the proposed clinic implementation strategies.
- Working with Hershey Medical Practice, design all the administrative aspects of the clinic.

3. **Develop a business plan for a College of Nursing led clinic for faculty and staff health.**

**Tactics**
- Contract with a consultant (internal) who can develop a business plan for the service.
- Share the developed plan with appropriate administrators.
- Decide on the long-term feasibility of the proposed clinic.

4. **Renovate space to accommodate the implementation of the clinic.**

**Tactics**
- Design a fully functional clinic space in the first floor of Health and Human Development East.
- Implement the design.

5. **Implement and evaluate the clinic and its impact on the health of the community it serves and its cost effectiveness.**

**Tactics**
- Hire and orient staff to provide services in the clinic.
Market the services to the targeted population.
• Implement the program outlined in the proposal developed in Objective #2.
• Evaluate the effect of the service on access, quality and cost.

6. Assess the impact of student engagement in the Faculty/Staff Wellness Clinic on the student’s understanding of models of interprofessional, sustainable, community-based care delivery.

Tactics
• Identify opportunities to utilize the clinic environment for experiences of engaged scholarship for students.
• Create interdisciplinary teams of faculty who can guide students in the engaged scholarship experience.
• Evaluate the effect of the experience on the students’ appreciation of both interdisciplinary practice and community-based care.

Goal 3: Invest in the Development of Research, Scholarship and Innovation
The College of Nursing will play an integral role in the development of nursing science and nurse scientists and leaders across the Commonwealth who engage in discovery of knowledge related to innovative health care delivery and the translation of advances to clinical practice for the improvement of outcomes.

Objectives:
1. Support the growth and development of the Center for Nursing Research in achieving their goal of cultivating the advancement and dissemination of high-quality, high-impact interdisciplinary programs of scientific inquiry.

Tactics
• Play an integral role in the leadership of the Clinical and Translational Science Institute (CTSI), with emphasis on community-engaged research.
• Advance the infrastructure necessary to provide the support for the scholarly work/grantsmanship of the faculty.
• Pursue alternative funding opportunities to support the research mission (e.g. Patient Centered Outcome Research Institute or industry).
• Advance an integrated mission that provides opportunities and support for all faculty in the achievement of our mission to improve health care.
• Provide leadership on the preparation of a federally funded research or training center grant that will be transformative to the research enterprise. Explore opportunities for a collaboration with HHD.
• Continue to work with the HHD Research Office to streamline pre- and post-award services to avoid duplication of support services.
• Create an interdisciplinary sleep clinic to support the expansion of sleep research.
• Conduct one seminar/brown bag for faculty and students focused on ethical issues in health care research/scholarship each year.

2. Strengthen our role as a national leader in research and education relation to nursing care of the aging population.

Tactics
• Continue to support the development of innovation in the Hartford Center of Geriatric Nursing Excellence.
• Play an integral role in furthering the work of the national Hartford Centers.
• Seek permanent funding for the Hartford Center of Geriatric Nursing Excellence (Hartford Foundation funding ends in December, 2015).
• Implement a model of improved geriatric care in critical access hospitals in PA through the (Improving Rural Geriatric Care through Education Project) funded by the Highmark Foundation.
• Explore opportunities to create scalability of this project to other critical access hospitals in PA and other states in the country.
• Build synergy in aging research and education with others interested in gerontology, especially the Center for Healthy Aging in HHD.
• Continue to build research strength/synergy through faculty hires in aging.

3. Develop a Program of Person-Centered Living Systems of Care (housed in the Hartford Center of Geriatric Nursing Excellence) whose mission is to infuse person-centered health care service delivery across the continuum of care.

**Tactics**
- Develop and disseminate new integrative models of culturally sensitive person-centered living systems of care.
- Conduct applied research on person-centered care topics in varied care contexts (e.g., long-term care, acute care, community-based care).
- Inform curriculum to educate an interdisciplinary workforce of future and current health care providers who are sensitive to person-centered care systems.
- Influence policy around delivery of health care services in acute and post-acute settings of care.

4. Building on our strength in end-of-life research, become a national leader in the area of palliative/end-of-life care research and education.

**Tactics**
- Design an infrastructure for the development of a Center for Palliative Care that supports the research, scholarship, teaching and outreach missions of the College related to palliative care.
- Develop an interdisciplinary learning community around the science of palliative care.
- Secure external funding or develop a model of shared services for funded projects to sustain the Center’s operations.
- Create a sequence of graduate courses on palliative/end-of-life care that provide the context for enhanced student involvement in the research and scholarship in this specialty.

5. In collaboration with the CTSI, establish a Community-Based Research Network (CBRN) that engages College of Nursing faculty as community partners in actively addressing prioritized health concerns within given communities across the Commonwealth.

**Tactics**
- Provide essential research training to non-research faculty to prepare them for active research roles.
• Offer continuing education to enhance skills in Community-Based Participatory Research.
• Provide regular technology-based seminars to continue the development of research interests/skills among faculty at distance sites.
• Promote collaboration with Penn State researchers to extend funded research initiatives into communities served by the College.
• Provide opportunities for student engagement in community-based research to introduce a new generation of nurse-researchers/clinicians who are prepared to engage in translational research, ultimately facilitating the uptake and spread of innovations that improve health.
• Continue to develop expertise in dissemination and implementation research, with emphasis on responsiveness to the identified needs of the communities that we serve.

**Goal 4: Create a Responsive Organization That Supports Our Strategic Initiatives across the Campuses**

Organizational efficiency and effectiveness will provide the foundation for excellence in the missions of the College.

**Objectives:**
1. Engage in an examination of the potential for expansion of the College of Nursing resources across the campuses to more effectively meet the College’s strategic goals for the future.

**Tactics**
- Assess all campuses for adequacy of physical facilities and develop a plan to address deficiencies with campus administration.
- Engage an architect to develop a design for a renovated building at University Park based on a program proposal.
  - Develop a timeline for renovation.
  - Implement the renovations in the most efficient, least disruptive way possible.

2. Implement a Sustainability Task Force to launch initiatives that promote stewardship of material resources.

**Tactics**
- Strengthen liaisons with the Sustainability Institute to keep abreast of new initiatives and to maximize funding opportunities.
- Engage faculty from multiple sites and student representatives to serve on a Sustainability Task Force.
- Organize quarterly meetings of the Task Force to educate representatives regarding sustainability projects and to develop opportunities for enhancing health through stewardship of natural resources.
- Implement a Sustainability Service Project program.
  - Solicit proposals for sustainability projects focused on natural resources (e.g., community gardens; management of waste/recycling; consumption of resources) that build student-faculty partnerships while meeting the health needs of a unique community.
  - Vet project proposals through the Sustainability Task Force.
  - Fund at least two pilots to demonstrate proof of concept and feasibility.
Extend best practices (learned through pilot projects) to other campuses with College of Nursing programs and in the University.

- Assess the impact of the above funded sustainability project and create a plan maintaining the successes achieved in that program.
- Explore venues to share the College’s efforts addressing sustainability.

3. Create opportunities to use College of Nursing resources in non-traditional ways that support innovation in the efficient and effective operations of the unit.

**Tactics**
- Assess the environment for opportunities and partnerships that will allow for the use of the physical plant in innovative way that provides for better utilization across time.
- Explore the opportunity of providing for flexibility of faculty appointment from the traditional fall-spring semester appointments.

4. Create College-wide efficiencies that coordinates organizational change in support of our diversity goals, improves outcomes and enhances the achievement of our mission.

**Tactics**
- Build a simulation infrastructure across all Penn State campuses with College of Nursing programs that fosters excellence in simulation education and improves group purchasing opportunities for high-quality equipment/supplies.
- Develop a statewide College of Nursing network in support of THON.
- Evaluate how well shared resources meet the requirements of nursing faculty before purchasing unit-specific resources.
- Develop a plan for highlighting the diverse experiences of campus environments both internally and externally.

**Goal 5: Foster Strategic Partnerships**

The College of Nursing completed its first full year as a College in September of 2014. Strategic Partnerships are important to building and sustaining the College of Nursing's vision of excellence and integrity in education, research, and practice. In order to advance in its development and grow the kind of College that will sustain us into the future, we need to develop strategic partnerships.

**Objectives:**

1. Continue to explore synergies with HHD to support a shared administrative infrastructure in areas where it is mutually beneficial.

**Tactics**
- Assess the areas of current collaboration to determine their effectiveness as a platform for the future growth of the College of Nursing.
- Monitor effectiveness of the shared infrastructure on an annual basis.
- Identify new opportunities for collaboration with HHD and other partners in the University.

2. Engage alumni and friends of the College in new and unique ways.

**Tactics**
• Develop and launch a College of Nursing Alumni Society engaging the nursing alumni from all of the campuses.
• Increase the regularity of communication with Alumni and Friends of the College to a minimum of four times per year.
• Build new opportunities for our alumni to mentor, educate and provide internships for our current students.

3. Implement a strong program of securing philanthropic support focused on assisting the College to achieve its strategic goals.

Tactics
• Increase the number of contact with alumni to increase the total cumulative giving of $100 or more to the College of Nursing.
• Increase outreach to strategic partners (corporations or foundations) to increase the number of donations of $200,000 and above.
• Double the number of newly endowed funds committed at $500,000 and above.
• Identify priorities for annual development activities.
• Educate faculty to assist the Dean in building relationships through targeted development activities.

4. Explore opportunities to partner with employers to develop scholarship programs for undergraduate and graduate students.

Tactics
• Target two employers per year to explore the feasibility of their support for a scholarship program.
  o Build an ethical review of organizations with which the College of Nursing intends to partner.
• Evaluate the effectiveness of these relationships on graduates and employers satisfaction.
• Evaluate the effectiveness of all partnerships.

5. Develop a targeted high quality, low cost continuing education offering that will be marketed to clinical agencies in Pennsylvania and virtually when appropriate.

Tactics
• Continue to offer the summer continuing education programs as a ways to provide educational opportunities for practicing nurses.
• Develop and implement a marketing plan to increase utilization of these offerings.
• Based on a market analysis of need, add three new programs to the College of Nursing portfolio.
• Examine the feasibility of establishing a clinical research nurse basic training and regular continuing education.

This strategic plan will be evaluated yearly with a report provided at the fall faculty meeting. An approach for further implementation/revision of the Strategic Plan will be done each year in the fall. There are three major sources of support that will be needed to address the initiatives detailed in the Strategic Plan; philanthropy, College of Nursing and Penn State University.