



STRATEGIC PLAN

2023–2028

Marcella Niehoff School of Nursing



MISSION

The Marcella Niehoff School of Nursing advances the science of nursing and provides a transformative education in the Jesuit Catholic tradition that prepares compassionate, innovative, diverse nurse leaders who provide care for the whole person and partner locally and globally to promote social justice and health for all.

VISION

The School of Nursing will be a preeminent leader in transforming the health of persons, families, communities, and populations, while promoting social justice, health equity, and quality care for all.

“WHY” STATEMENT

To Build Relationships That Positively Transform Lives

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AY 2021–2022

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MESSAGE FROM THE DEAN

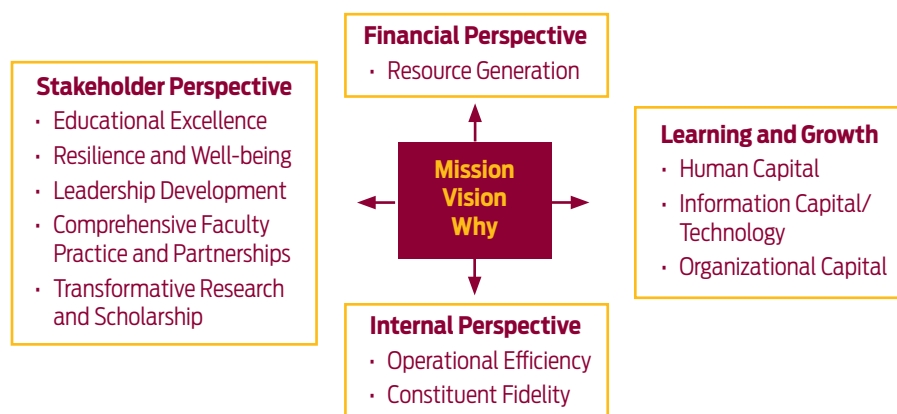
Two years ago, the Loyola University Chicago (LUC) Marcella Niehoff School of Nursing (MNSON) faculty and staff embarked on a strategic visioning process intended to strengthen our longstanding history of excellence, describe a clear vision for the next five years, and identify strategic directions to drive our growth. Grounded in Loyola's mission and enduring values, we engaged dozens of participants, including students, alumni, and practice partners. All were dedicated to fulfilling the call of our school's "Why" statement: to build relationships that positively transform lives.

We used a "balanced scorecard" method to pinpoint our priorities and to identify major tactics from four lenses: stakeholder, financial, internal, and learning and growth. Through this effort, we identified 11 key strategies that form the basis of the school's new strategic plan.

Our 2023–2028 strategic plan is a comprehensive set of ambitious strategies, goals, initiatives, and key performance indicators that build on successes, address opportunities for growth, and prepare the School of Nursing for the future.



Strategic Plan Overview



I am proud to present this strategic plan, and I am excited about the many ways it will strengthen the School of Nursing community. I am grateful to the Strategic Visioning Task Force and our faculty and staff who engaged in numerous collaborative discussions to create this plan and who will contribute to making it a reality. Together, we will continue to build a very special community and to be a destination for those committed to transforming health care and the lives of students, patients, and communities.

Lorna Finnegan, PhD, RN, FNP, FAAN
Dean and Professor
Loyola University Chicago Marcella Niehoff School of Nursing

INCLUSIVE EXCELLENCE STATEMENT

Working toward inclusive excellence includes building intrapersonal and interpersonal awareness, engaging in curriculum transformation, teaching with an inclusive pedagogy, and building inclusive learning environments.

We recognize that our community is strengthened by the diversity of our students, faculty, and staff along the social dimensions of race, color, religion, biological sex, age, sexual orientation, gender identity or expression, national or ethnic origin, ancestry, disability, marital status, parental status, military/veteran status, or any other characteristic protected by applicable law.

We are especially committed to helping our nation create a culture of health, promote health equity to reduce health disparities, and improve the health and well-being of all, especially for those groups who experience the health system disparately due to systemic oppressions.

LOYOLA UNIVERSITY CHICAGO ENDURING VALUES



Cura Personalis Care for the whole person by promoting an environment where diversity, equity, and inclusion foster a culture of respect for all.



Extraordinary Academics and Research Bolster student success through learning experiences, academic development, impactful research, and support.



Community-Centered Engagement Align our strengths in education, service, and action with the priorities of our community.



Global Connections and Partnerships Increase access to multicultural learning opportunities, both locally and abroad.



Operational Excellence Recruit and retain diverse faculty and staff, providing personal and professional development opportunities while maintaining fiscal strength.



Care for Our World Confront social justice and environmental problems and embrace the need for solutions.

MARCELLA NIEHOFF SCHOOL OF NURSING

STRATEGIC PLAN STRATEGIES

click on
goal name
for details

- 1 Educational Excellence**—Enhance education innovation, promote inclusivity, and establish a strong presence both locally and internationally
- 2 Resilience and Well-being**—Establish a culture of wellness and demonstrate dedication to social justice and whole person well-being of all students, faculty, and staff
- 3 Leadership Development**—Cultivate leadership in MNSON faculty, staff, and students through mentoring, initiatives, and collaborations with practice and community partners
- 4 Comprehensive Faculty Practice and Partnerships**—Develop a faculty practice model, expand nurse-led programs and community engagement, enhance collaboration with practice partners, and cultivate faculty and student community partnerships to advance health equity
- 5 Transformative Research and Scholarship**—Increase innovative research and scholarship productivity, enhance support for researchers, effectively communicate research results, and emphasize the significance of scholarly work related to social justice and inclusivity
- 6 Resource Generation**—Diversify and expand the MNSON's financial resources through donor engagement, revenue generation from academic programs, and entrepreneurial endeavors to ensure the MNSON's financial stability and growth
- 7 Operational Efficiency**—Improve the MNSON's operational efficiency and communication by implementing appropriate systems and optimizing processes related to stakeholder management, teaching assignments, hiring, and student communication
- 8 Constituent Fidelity**—Foster continuous constituent engagement, strengthen interdisciplinary and interprofessional collaboration, promote diversity and inclusion in student recruitment and retention, and ensure equitable structures and practices within the MNSON
- 9 Human Capital**—Expand the network of mentors and collaborators, while providing support and creating avenues for continuous development and growth for faculty and staff
- 10 Information Capital/Technology**—Modernize the current technology infrastructure by updating systems to meet current needs, develop strategies and policies for learning and utilizing new technologies (e.g., AI) to enhance student learning, operational efficiency, and research capabilities
- 11 Organizational Capital**—Enhance the overall well-being of the MNSON by improving communication, collaboration, and effectiveness, and foster a supportive organizational culture where individuals feel connected, valued, and included



Aeriana Hardy, BSN graduate, at the 2023 MNSON commencement

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EDUCATIONAL EXCELLENCE

Enhance education innovation, promote inclusivity, and establish a strong presence both locally and internationally

- Goal 1** Create innovative competency-based education models to educate practice-ready graduates
- Goal 2** Enhance simulation technology and innovation
- Goal 3** Infuse racial justice, equity, anti-racism, diversity, and inclusive excellence (READI) content, strategies, and pedagogy throughout all programs
- Goal 4** Enhance and grow global education partnerships
- Goal 5** Engage local, regional, national, and international MNSON alumni as educational partners
- Goal 6** Strengthen academic profile and reputation

Click here to see the Educational Excellence Initiatives



Loyola University Chicago's Retreat and Ecology Campus in Woodstock, IL

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RESILIENCE & WELL-BEING

Establish a culture of wellness and demonstrate dedication to social justice and whole person well-being of all students, faculty, and staff

- Goal 1** Build and embrace a culture of wellness that is the Loyola brand and sets Loyola apart
- Goal 2** Proactively foster an inclusive and welcoming School of Nursing climate for all students, staff, and faculty, consistent with our mission-centric commitment to social justice and care for the whole person

Click here to see the Resilience & Well-being Initiatives



Leesa Strickland and Jill Pfeiffer, DNP students and instructors, at 2023 AACN Student Policy Summit visit to the U.S. Capitol



BSN students and faculty at ANA Illinois 2023 Student Nurse Political Action Day in Springfield, IL

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LEADERSHIP DEVELOPMENT

Cultivate leadership in MNSON faculty, staff, and students through mentoring, initiatives, and collaborations with practice and community partners

- Goal 1** Develop mutually beneficial leadership opportunities with practice partners
- Goal 2** Strengthen faculty and staff mentoring and leadership development initiatives
- Goal 3** Create opportunities for student leadership growth

Click here to see the Leadership Development Initiatives



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COMPREHENSIVE FACULTY PRACTICE AND PARTNERSHIPS

Develop a faculty practice model, expand nurse-led programs and community engagement, enhance collaboration with practice partners, and cultivate faculty and student community partnerships to advance health equity

- Goal 1** Develop a faculty practice model and plan that aligns with the mission of the Marcella Niehoff School of Nursing and Loyola University Chicago
- Goal 2** Expand our nurse-led programs (Loyola School-Based Health Center and Loyola Community Nursing Center) and engagement initiatives
- Goal 3** Develop partnerships with communities to advance health equity

Click here to see the Comprehensive Faculty Practice and Partnerships Initiatives



Thao Griffith, assistant professor, whose research focuses on reducing the impact of stress on preterm infants and their parents

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TRANSFORMATIVE RESEARCH AND SCHOLARSHIP

Increase innovative research and scholarship productivity, enhance support for researchers, effectively communicate research results, and emphasize the significance of scholarly work related to social justice and inclusivity

- Goal 1** Increase research and scholarship innovation and productivity
- Goal 2** Strengthen research and scholarship support mechanisms
- Goal 3** Enhance research and scholarship visibility through robust dissemination and communication strategies
- Goal 4** Promote scholarly research related to racial justice, equity, anti-racism, diversity, and inclusive excellence (READI)

Click here to see the Transformative Research and Scholarship Initiatives



MNSON alum Elmer Dulce (center) with Collaboration, Access, Resources, and Equity (CARE) Pathway to the Bachelor of Science in Nursing students, Dean Lorna Finnegan, and CARE Pathway Coordinator Janie Ortiz (right)

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RESOURCE GENERATION

Diversify and expand the MNSON's financial resources through donor engagement, revenue generation from academic programs, and entrepreneurial endeavors to ensure the MNSON's financial stability and growth

- Goal 1** Increase donor funding through the strategic engagement of faculty, alumni, and major gift prospects
- Goal 2** Increase revenue generated through academic programs to augment existing revenue and leverage faculty expertise and academic reputation
- Goal 3** Develop entrepreneurial activities to expand the financial base of the MNSON

Click here to see the Resource Generation Initiatives



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OPERATIONAL EFFICIENCY

Improve the MNSON's operational efficiency and communications by implementing appropriate systems and optimizing processes related to stakeholder management, teaching assignments, hiring, and student communications

- Goal 1** Fully implement the Customer Relationship Management system
- Goal 2** Streamline operational processes for teaching assignments, faculty and staff hiring, and student communications

Click here to see the Operational Efficiency Initiatives



Dean Lorna Finnegan and CARE Pathway students at the 2023 CARE Pathway kickoff event

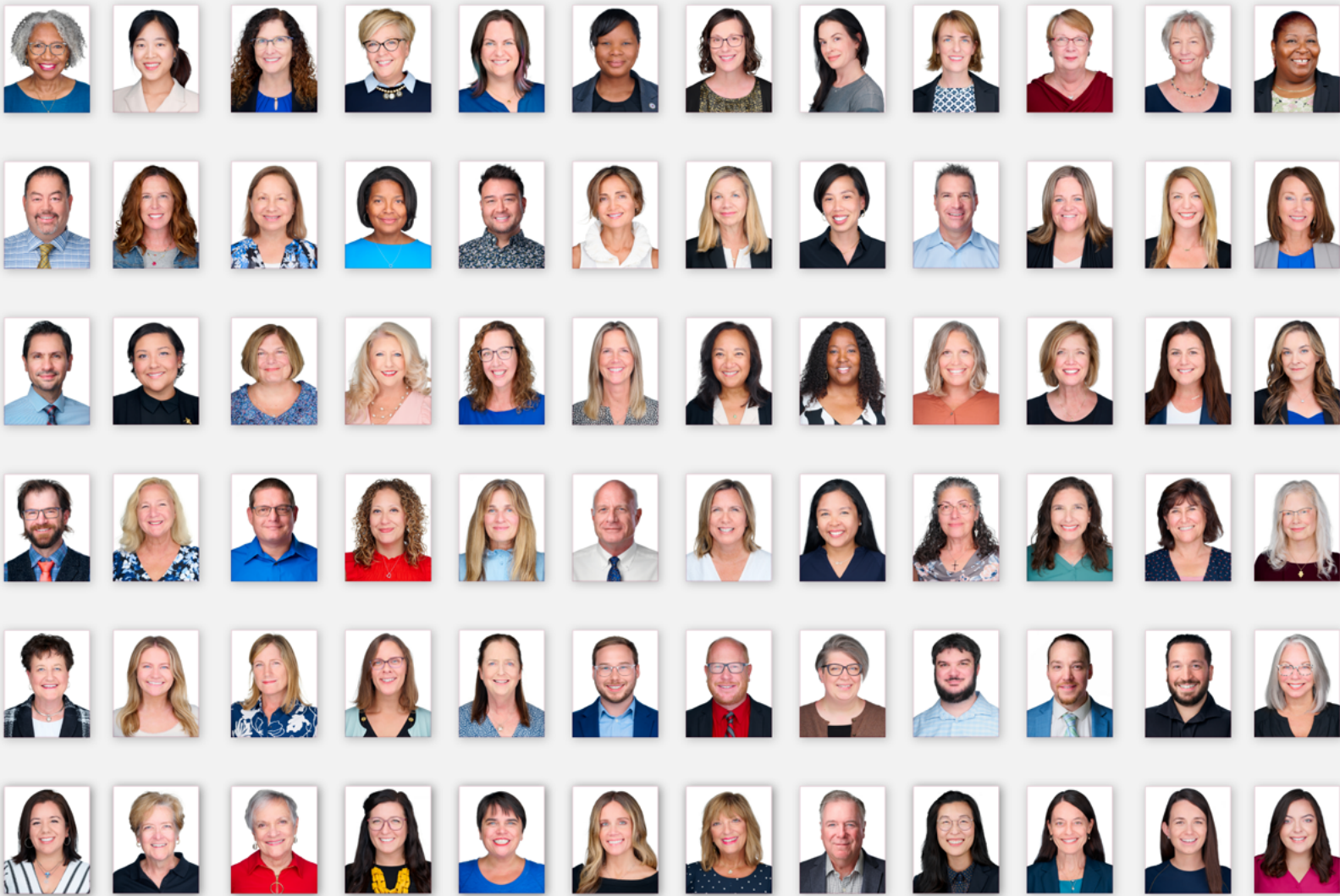
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CONSTITUENT FIDELITY

Foster continuous constituent engagement, strengthen interdisciplinary and interprofessional collaboration, promote diversity and inclusion in student recruitment and retention, and ensure equitable structures and practices within the MNSON

- Goal 1** Develop infrastructure for engaging our constituent populations (students, alumni, and internal and external partners) on an ongoing basis
- Goal 2** Strengthen infrastructure for interdisciplinary collaboration across LUC
- Goal 3** Recruit and retain a diverse student body that is reflective of our diverse society
- Goal 4** Ensure that MNSON structures, policies, and procedures promote equity, inclusion, and belonging for all members of the MNSON community

Click here to see the Constituent Fidelity Initiatives



MNSON faculty and staff

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HUMAN CAPITAL

Expand the network of mentors and collaborators, while providing support and creating avenues for continuous development and growth for faculty and staff

Goal 1 Recruit and retain a diverse staff and faculty that is reflective of our diverse society and student body

Goal 2 Enhance faculty and staff development and growth opportunities

Click here to see the Human Capital Initiatives



Loyola University Chicago virtual reality class

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INFORMATION CAPITAL/TECHNOLOGY

Modernize the current technology infrastructure by updating systems to meet current needs, develop strategies and policies for learning and utilizing new technologies (e.g., AI) to enhance student learning, operational efficiency, and research capabilities

- Goal 1** Update current hardware, software, and shared systems
- Goal 2** Develop a strategy for learning about and using generative AI language models such as ChatGPT
- Goal 3** Provide multiple ways for faculty and staff to learn new technologies to enhance student learning, operations, and research

Click here to see the Information Capital/Technology Initiatives



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ORGANIZATIONAL CAPITAL

Enhance the overall well-being of the MNSON by improving communication, collaboration, and effectiveness, and foster a supportive organizational culture where individuals feel connected, valued, and included

- Goal 1** Improve the overall well-being and functionality of the MNSON by enhancing communication, collaboration, and overall effectiveness
- Goal 2** Create an environment where individuals feel connected, supported, and valued, promoting positive relationships and a sense of belonging

Click here to see the Organizational Capital Initiatives

**MARCELLA NIEHOFF SCHOOL OF NURSING
STRATEGIC PLAN STRATEGIES AND GOALS WITH INITIATIVES**

Goal 1 Create innovative competency-based education models to prepare practice-ready graduates

- A. Ensure that pre-licensure and graduate clinical curricula meet the 2021 AACN Essentials and other national guidelines
 - 1. Institute a steering committee that will advise on curricular transitions
 - 2. Create a compilation of AACN Essentials and other learning resources
- B. Integrate Jesuit mission, values, and principles of Ignatian pedagogy throughout the curriculum
- C. Expand academic practice partnerships with health systems and communities to prepare practice-ready nurses across all health care settings
 - 1. Create model of standardized clinical instruction expectations and processes across the curriculum, with faculty and practice partner accountability for the implementation of the model
 - 2. Develop clinical education models (e.g. dedicated education units) that include staff nurse participation

Goal 2 Enhance simulation technology and innovation

- A. Integrate contemporary simulation technology (e.g. AI and virtual reality) across undergraduate and graduate clinical programs and spheres of care
- B. Redesign undergraduate and graduate simulation-based learning to enhance interprofessional practice, diversity, equity, and inclusion, and address social determinants of health

Goal 3 Infuse racial justice, equity, anti-racism, diversity, and inclusive excellence (READI) content, strategies, and pedagogy throughout all programs

- A. Provide READI curriculum and pedagogy training for all faculty
- B. Equip pre-licensure and graduate students with content and strategies to address READI and social determinants of health
 - 1. Develop web-based education tools relevant to READI curricula with interactive assessment of knowledge
 - 2. Integrate asset-based community approaches across the curriculum

Goal 4 Enhance and grow global education partnerships

- A. Collaborate with international schools of nursing to increase study abroad and service learning opportunities for undergraduate and graduate students and faculty (e.g. Australian Catholic University, Rome, Lourdes, Belize)
- B. Offer academic and transition to practice programs for international nurses (nurses outside the U.S. interested in BSN, MSN, DNP and eligible to practice in U.S.)

Goal 5 Engage local, regional, national, and international MNSON alumni as educational partners

- A. Collaborate with Alumni Relations to develop strategies for alumni partnerships
 - 1. Integrate alumni into School of Nursing Customer Relationship Management platform
 - 2. Connect students with alumni through MNSON LoyolaLinked
- B. Develop a plan outlining key incentives and annual engagement and outreach activities to alumni to serve as instructors and/or preceptors

Goal 6 Strengthen academic profile and reputation

- A. Create innovative entrepreneurial strategies to strengthen low-enrolled programs
 - 1. Create a 4:1 option for the BSN-MSN program in Nursing and Healthcare Administration
 - 2. Expand opportunities to connect practice partners and community colleges with the MSN Nursing and Healthcare Administration program
- B. Strengthen *U.S. News and World Report* program rankings for BSN, DNP, and MSN programs
 - 1. Develop comprehensive marketing plans for all programs
 - i. Target marketing strategies to practice partners
 - ii. Poster installations at partner institutions
 - iii. Optimize the MNSON website
 - 2. Leverage social media to highlight program outcomes, interests, events, community successes, and special programs

Goal 1 Build and embrace a culture of wellness that is the Loyola brand and sets Loyola apart

- A. Develop and deploy institutional resources to promote a culture of wellness and resilience
 - 1. Collaborate with existing programs and institutional resources (e.g., Wellness Center, Perspectives, JUMP retreat) to provide wellness programming for students, faculty, and staff
 - 2. Create spaces and purposeful opportunities to create connections
 - 3. Bring supplemental instruction/tutoring in-house so we can more consistently offer specific classes (senior level classes) or numbers of supports
- B. Incorporate wellness into our curriculum — align with AACN Essentials self-care competencies and Future of Nursing 2020–2030 wellness priorities

Goal 2 Proactively foster an inclusive and welcoming School of Nursing climate for all students, staff, and faculty, consistent with our mission-centric commitment to social justice and care for the whole person

- A. Create an inclusive excellence and belonging module to welcome new faculty and staff
- B. Create inclusive excellence and belonging criteria for annual performance reviews
- C. Review annual climate survey data and act on findings
 - 1. LUC climate survey
 - 2. Leading Across Multi-Dimensional Perspectives (LAMP) Culture and Climate Survey (when available from AACN)
- D. Design events that create a sense of community and belonging
 - 1. Increase events that celebrate diversity, equity, and inclusion
 - 2. Create all-school social events to build a sense of community (faculty, staff, and students)
 - 3. Continue MNSON networking opportunities (retreat, post-academic council receptions, holiday party)
 - 4. Create a welcome event for graduate students like freshman convocation

Goal 1 Develop mutually beneficial leadership opportunities with practice partners

- A. Grow academic practice partnerships to provide opportunities for the MNSON and partners to share expertise through identifying mutual goals
 - 1. Use the AACN Academic-Practice Partnerships Implementation Tool Kit to identify partners and develop the partnerships
 - 2. Create evaluation blueprints for each partnership
 - 3. Continue yearly preceptor/clinical partner appreciation events
- B. Strengthen partnerships with Loyola University Medical Center, MacNeal, and Gottlieb to grow leadership infrastructures that support magnet status through the infusion of research and evidence-based practice into clinical practice
- C. Create leadership development programs to build leadership capacity among MNSON faculty and practice partners

Goal 2 Strengthen faculty and staff mentoring and leadership development initiatives

- A. Develop/strengthen formal mentoring and career progression program for faculty and staff
 - 1. Enhance mentorship/collaboration with alumni, emeriti faculty, and other partners
 - 2. Invite alumni/emeriti to be a part of collaborative efforts in research and work of task forces. Survey on areas of interest for involvement.
- B. Develop faculty and staff leadership development program, including the following opportunities:
 - 1. Engagement with University and national diversity, equity, and inclusion initiatives
 - 2. Strengthening connections with University mission-centric programs
 - 3. Connect emerging faculty and staff leaders to national leadership training and fellowship programs

Goal 3 Create opportunities for student leadership growth

- A. Expand student participation in Student Nurses Association of Illinois, Political Action Day, and other student professional organizations
- B. Create leadership immersions and seminars leading to a leadership certificate
- C. Partner with students to create a student-run diversity, equity, and inclusion leadership program

- Goal 1** Develop a faculty practice model and plan that aligns with the mission of the Marcella Niehoff School of Nursing and Loyola University Chicago
- A. Develop a faculty practice comprehensive business plan and handbook
 - B. Expand faculty practice opportunities
 - 1. Engage the MNSON Faculty Practice Special Interest Group and the MNSON+Loyola University Medical Center Academic Practice Council in developing faculty practice opportunities
 - 2. Expand relationships with practice partners and alumni to create opportunities for faculty practice models
 - 3. Develop a faculty consultation model to help partners with needs and opportunities (serve as subject matter experts, research, and magnet status)
 - C. Develop a resource to assist partners in adopting faculty practice models in their organizations

- Goal 2** Expand our nurse-led programs (School-Based Health Center and Loyola Community Nursing Center) and engagement initiatives
- A. Secure additional sources of funding
 - B. Develop or expand mental health services in these centers

- Goal 3** Develop partnerships with communities to advance health equity
- A. Expand partnerships with communities served by the School-Based Health Center, Loyola Community Nursing Center, BEDS Plus Summit Service Center, and Loyola Medicine Street Team
 - B. Build longitudinal partnerships with communities in Loyola's catchment to meet community health care needs and provide educational, faculty practice, and research opportunities
 - 1. Prioritize longitudinal clinical rotations in under-resourced communities
 - 2. Develop DNP project opportunities matched with community needs
 - 3. Strengthen and enhance BSN clinical cohort models for potential expansion and deeper integration into the communities they serve —
 - Western suburbs: Advent Health
 - Maywood & West Side Chicago: Loyola University Medical Center and School-Based Health Center
 - Inner city: Stroger
 - Loop: Northwestern

Goal 1 Increase research and scholarship innovation and productivity

- A. Develop and grow signature research areas
 - 1. Recruit endowed chair for research to provide research mentorship for faculty
 - 2. Recruit tenure track faculty with funded research programs (or high potential for funding) with focus on recruiting talent from diverse backgrounds
 - 3. Develop additional internal funding processes to support research collaboration among faculty (i.e. SWAGS, Palmer funds)
 - 4. Build research teams to become competitive for NIH center and training grants
- B. Strengthen research funding and reputation
 - 1. Diversify grant portfolio to include NIH, PCORI, VA, DOD, AHRQ, and large foundation funding
 - 2. Increase the number of competitive extramural research grants submitted
- C. Develop a collaborative model of team science that connects researchers, clinical faculty, students, clinical practice partners, interprofessional colleagues and community stakeholders
 - 1. Develop research collaborations among PhD and DNP faculty with focus on grant submissions
 - 2. Leverage research funding opportunities/collaborations with clinical partners
 - 3. Increase collaboration with LUC Institute for Translational Medicine
 - 4. Enhance international research partnerships

Goal 2 Strengthen research and scholarship support mechanisms

- A. Identify, support, and mentor postdoctoral fellows as a pipeline to tenure track with a focus on recruiting talent from diverse backgrounds
- B. Strengthen research development resources
 - 1. Promote the development of individual research and scholarship development plans for all tenure-track faculty and clinical assistant professors
 - 2. Ensure that pre-tenure faculty are provided with adequate time for development of research programs
 - 3. Provide writing and editorial support for grant submissions
 - 4. Develop grant mock review process
 - 5. Expand undergraduate student research opportunities

Goal 3 Enhance research and scholarship visibility through robust dissemination and communication strategies

- A. Increase faculty publication productivity
 - 1. Provide writing and editorial support for manuscripts
 - 2. Organize faculty writing groups
 - 3. Resume annual writing retreats
- B. Increase publication impact
 - 1. Track publication impact measures (H-index, impact factors, altmetrics)
 - 2. Increase focused, high-impact publications in peer-reviewed journals
 - 3. Identify alternative forms of measuring publication impact outside of traditional measures
- C. Develop tailored communication plans for faculty programs of research and scholarship
 - 1. Use multiple social media platforms (e.g., Facebook, LinkedIn, Twitter, Instagram, Snapchat, Pinterest, Reddit)
 - 2. Develop stories and op-ed columns
- D. Enhance faculty scientific and scholarly communication skills through media and communications training
- E. Expand annual Palmer Research Symposium attendance and presenters by marketing it regionally and nationally to expand scope and reach

Goal 4 Promote scholarly research related to racial justice, equity, anti-racism, diversity, and inclusive excellence (READI)

- A. Develop and implement READI indicators related to research
 - 1. Convene working group
 - 2. Develop mechanism and assess changes over time in awareness and use of READI indicators in research and scholarship
- B. Expand health equity research series beyond the MNSON
- C. Develop annual READI award for faculty/post-docs/ students conducting research or scholarship focused on READI

Goal 1 Increase donor funding through the strategic engagement of faculty, alumni, and major gift prospects

- A. Increase major gifts
 - 1. Identify major gift prospects with support from Advancement Prospect Management & Research (PMR)
 - 2. MNSON Development/ Advancement team to cultivate relationships with individual donors
 - 3. Work with Advancement Strategic Communications team to frame the “case for nursing” for greater effectiveness and to highlight top nursing funding priorities to share with prospects (CARE Pathway/ Pathway to Nursing from Arrupe, School-Based Health Center, repurposed or new MNSON building at LSC, simulation lab expansion)
- B. Create dean’s advisory board to include key stakeholders and potential donors
- C. Increase annual giving
 - 1. Work with Alumni Relations to plan events (alumni weekend, sports, etc.) to engage alums with the MNSON, thereby creating opportunities to foster a connection with existing prospects and identify new prospects including educational opportunities
 - 2. Work with Alumni Relations to share relevant news and stories in nursing alumni e-newsletter
 - 3. Build on relationships with Alumni office at LUC for the MNSON to increase alumni engagement and financial support of the school
- D. Develop plan for spending endowments

Goal 2 Increase revenue generated through academic programs to augment existing revenue and leverage faculty expertise and academic reputation

- A. Develop financial models of cost/benefit for programmatic evaluation
 - 1. Conduct a cost-benefit analysis for each program track
 - 2. Explore ways to increase financial sustainability of programs with insufficient cost benefit
- B. Expand ABSN model to develop transfer/ dual major degree for biology, psychology, and other majors
- C. Develop cohort models

Goal 3 Develop entrepreneurial activities to expand the financial base of the MNSON

- A. Leverage existing certificate programs and identify new areas to focus on for micro credentialing
- B. Develop a financial plan for faculty practice

Goal 1 Fully implement Customer Relationship Management (CRM) system

- A. Customize and make operational for clinical placement needs (initial need)
- B. Identify an administrator for the CRM system to fully utilize all aspects of it, such as customizations and reports
- C. Leverage system for other areas: research partnerships, faculty recruitment, and DNP project tracking

Goal 2 Streamline operational processes for teaching assignments, faculty and staff hiring, and student communications

- A. Teaching assignments:
 - 1. Implement Teaching Assignment Management System (TAMS)
 - 2. Develop strategy to implement faculty workload policy
- B. Faculty and staff hiring
 - 1. Develop search committee structures for faculty and staff
 - i. Implement a standing search committee for faculty positions
 - ii. Create ad hoc search committees as needed (e.g. endowed chair for research)
 - iii. Develop a staff search committee
 - 2. Develop recruitment plans for faculty and staff
 - i. Develop recruitment marketing tools in collaboration with the MNSON Marketing Communications Manager
 - ii. Ensure faculty and staff hiring processes are equitable and attend to bias
- C. Student communication plan
 - 1. Identify one central platform
 - 2. Identify and train a point person to facilitate communications

Goal 1 Develop infrastructure for engaging our constituent populations (students, alumni, and internal and external partners) on an ongoing basis

- A. Create a searchable database of expert populations (faculty, staff, students, alumni, and internal and external partners) who can help with media stories and engagement events
- B. Create stakeholder engagement plans for major projects and initiatives

Goal 2 Strengthen infrastructure for interdisciplinary collaboration across LUC

- A. Collaborate with Institute for Transformative Interprofessional Education to integrate interprofessional collaborative practice
- B. Collaborate with other LUC units to promote interdisciplinary collaboration

Goal 3 Recruit and retain a diverse student body that is reflective of our diverse society

- A. Create recruiting pathways to nursing careers with local middle and high schools
 - 1. Conceptualize the role the MNSON can play as a primary/secondary education partner to support student exploration of health careers (i.e. nursing) and expand clinical education and faculty practice opportunities
 - 2. Develop a white paper on how the School of Nursing can influence primary and/or secondary students interests in health careers
- B. Increase representation, success, and belonging of diverse students
 - 1. Create holistic admissions processes for all undergraduate and graduate programs
 - 2. Enhance students' sense of belonging by messaging "You Belong" and aligning all messaging with READI initiatives
 - 3. Enhance recruitment and retention through expansion of the CARE Pathway and apply best practices from the program to other programs

- i. Peer mentoring
- ii. Pairing students of color with faculty of color mentors
- iii. Student cohorts
- iv. Utilize research-based programming to foster student success; teach strategies for success; and validate so students can be successful

C. Create a dashboard of enrollment and retention trends

- 1. Expand retention data collection
- 2. Expand student demographic data collection

D. Provide education for faculty on fostering student success and belonging (e.g. coaching students to be successful after challenges like low-scoring exams)

E. Increase internal and external communication regarding diversity, equity, inclusion work as a recruitment tool for diverse students

Goal 4 Ensure that MNSON structures, policies, and procedures promote equity, inclusion, and belonging for all members of the MNSON community

- A. Establish an ongoing process for data reflection and strategic action founded on collaboration (climate examen)
 - 1. Remove unjust barriers that prevent us realizing our commitment to inclusive excellence
- B. Develop a school-specific READI plan that aligns with the LUC plan

Goal 1 Recruit and retain a diverse staff and faculty that is reflective of our diverse society and student body

- A. Revisit the hiring journey from job description to onboarding
- B. Develop initiatives that enhance faculty and staff belonging
- C. Identify ways to improve faculty promotion and tenure and staff promotion from a diversity, equity, and inclusion lens

Goal 2 Enhance faculty and staff development and growth opportunities

- A. Remain committed to flexible work options
 - 1. Support protected time on projects
 - 2. Cross-train staff to allow flexibility in work assignments
 - 3. Continue hybrid work schedules with ongoing evaluation
- B. Enhance professional development opportunities for faculty and staff
- C. Collaborate with the Institute for Transformative Interprofessional Education to strengthen interprofessional projects and events
- D. Develop growth and advancement plans for all faculty and staff
 - 1. Develop processes to promote visibility and transparency of growth and advancement opportunities
- E. Align faculty and staff salaries with appropriate benchmarks
 - 1. AACN faculty salary surveys
 - 2. Review staff positions to ensure responsibilities are matched to appropriate compensation

Goal 1 Update current hardware, software, and shared systems

- A. Update MNSON's computer hardware
 - 1. Update office desktops
 - 2. Provide an option for laptops and docking stations instead of desktops
- B. Develop a system to allow for identification and adoption of new software (e.g. new technology to assist research and teaching)
- C. Migrate shared drive over to SharePoint or OneDrive

Goal 2 Develop a strategy for learning about and using generative AI language models such as ChatGPT

- A. Develop policies for ethical and responsible use of ChatGPT and other AI programs
- B. Develop opportunities for faculty and staff to learn how to use generative AI programs such as ChatGPT
- C. Identify early adopters who can lead training and planning efforts
- D. Develop a plan for using ChatGPT and other AI programs to:
 - 1. Streamline operations
 - 2. Enhance nursing education
 - 3. Enhance nursing research
 - 4. Enhance nursing practice

Goal 3 Provide multiple ways for faculty and staff to learn new technologies to enhance student learning, operations, and research

- A. Provide educational materials and trainings for faculty and staff on the use of various technologies
- B. Define the role of technology in determining the “new normal” post-pandemic
 - 1. Readiness Model: competency of technology usage, self-directed learning, access to technology, confidence in prerequisite skills and in themselves, motivation, and time management
 - 2. Avoid passive technologization
- C. Prepare faculty to increase the use of technology to provide multiple ways that students can learn
 - 1. Learning in layers
 - 2. A technologic approach to education that is responsive, ethical, humane, and transformative
 - 3. Incorporation of virtual reality
- D. Develop internal funding to pilot innovative classroom solutions for potential MNSON adoption
- E. Secure external funding to implement new classroom innovations
- F. Provide multiple avenues of technology support
 - 1. Create a database of all available technology resources available to faculty and staff
 - 2. Provide technology resources and training for accommodations/ students with disabilities

Goal 1 Improve the overall well-being and functionality of the MNSON by enhancing communication, collaboration, and overall effectiveness

- A. Enhance team-building by increasing self-awareness and awareness of others through personality assessments (e.g., Meyers-Briggs Typology and DiSC)
- B. Develop operations communication plan
- C. Develop strategies to increase organizational innovation (e.g. innovation workshops, producing fresh solutions to problems)

Goal 2 Create an environment where individuals feel connected, supported, and valued, promoting positive relationships and a sense of belonging

- A. Create affinity groups around shared interests or common goals (e.g., SWAGs)
- B. Build intentional opportunities to establish work groups that cross programs, campuses, and roles
- C. Increase informal social opportunities with intentional team-building activities

