STRATEGIC GOALS AND OBJECTIVES

1. Develop the College of Nursing (CON) as a Center for Nursing Scholarship
   - Facilitate student and faculty scholarship
   - Establish a Center for Nursing Research and Innovations as a vehicle for developing new knowledge through research and disseminating faculty and student scholarly activities
   - Enhance collaborative research and scholarly activities with other Schools/Colleges/departments at Downstate and other institutions
   - Recognize and encourage faculty and students to disseminate their scholarly activities to the professional community at the local, state and national levels

2. Expand the College’s academic programs in response to trends and changes in health care, nursing and higher education
   - Establish a CON Advisory Board
   - Ensure adequate faculty/student ratios to meet accreditation and regulatory standards
   - Develop a Doctor of Nursing Practice (DNP) Program
   - Design an online registered nurse baccalaureate (RN-BS) in Nursing Program
   - Develop a Post-Master’s degree in Nursing Education Program
   - Establish a Master’s (MS) in Nursing Administration Program
   - Acquire additional space for classroom, faculty offices, computer lab, and Learning Resource Center (LRC)/Simulation Lab to accommodate program expansion

3. Integrate health policy and evidence-based care for diverse populations into the curriculum
   - Implement the undergraduate and graduate curricula consistent with the current American Association of Colleges of Nursing (AACN) core competencies expected of graduates of baccalaureate and graduate programs
   - Integrate health policy, evidence-based and culturally competent care into the undergraduate and graduate curricula
   - Conduct workshops and/or continuing education programs related to health policy, cultural competency, and evidence-based nursing for faculty and students

4. Establish collaborative partnerships with internal and external institutions
   - Continue to strengthen partnerships with University of Brooklyn’s (UHB) Clinical Resource Committee in providing continuing education programs for registered nurses (RNs)
   - Strengthen ties with the community through educational and service programs
   - Establish an Annual Research Day in collaboration with Schools/Colleges/departments at Downstate and other institutions

5. Improve the economic resources of the CON
   - Develop a “Giving Tree” initiative
   - Establish a CON Alumni Academy
   - Expand the continuing educational (CE) programs of the CON by having a dedicated staff and faculty
### GOAL 1: Develop the CON as a Center for Nursing Scholarship

<table>
<thead>
<tr>
<th>What do we want to have accomplished in the next two to five years?</th>
<th>What do we want to accomplish in 2014-2015?</th>
<th>Status</th>
<th>Benchmarks and evaluation mechanisms</th>
<th>Outcome(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Facilitate student and faculty scholarship</td>
<td>1) Integrate scholarship into the undergraduate and graduate curricula 2) Create a Taskforce for the College’s Honor Society 3) Hold the Inaugural Induction Ceremony 4) Establish a Scientific Research Committee</td>
<td>Completed</td>
<td>Scholarship integrated into the undergraduate curricula in September 2012 and into the graduate curricula in September 2013</td>
<td>Student and faculty scholarship more formally integrated into the CON</td>
</tr>
<tr>
<td>2. Establish a Center for Nursing Research and Innovations as a vehicle for developing new knowledge through research and disseminating faculty and student scholarly activities</td>
<td>1) Create an internal position of Associate Dean for Research and Innovations 2) Form a Research Advisory Group 3) Collaborate with other Schools/Colleges/departments at Downstate and other institutions 4) Strengthen collaboration with clinical partners 5) Coordinate efforts with the Research Foundation 6) Disseminate faculty and student scholarship</td>
<td>Associate Dean for Research and Innovations was appointed in August 2014</td>
<td>Increased research funding and activity with additional mechanisms for dissemination</td>
<td></td>
</tr>
<tr>
<td>3. Enhance collaborative research and scholarly activities with other Schools/Colleges/departments at Downstate and other institutions</td>
<td>1) Create an interdisciplinary Research Advisory Group 2) Form Taskforces focused on particular initiatives</td>
<td>Ongoing (UHB Nursing Department, Maimonides Nursing Department, 2013 &amp; 2014; Faculty &amp; students participated in the Annual Research Day sponsored by the School of Graduate Studies, 2013-2014)</td>
<td>Number of research collaborations, with at least three annually</td>
<td>Increased research funding and activity</td>
</tr>
<tr>
<td>4. Recognize and encourage faculty and students to disseminate their scholarly activities to the professional community at the local, state and national levels</td>
<td>1) Initiate an annual Dean’s Distinguished Lecture Series 2) Create a plan for faculty compensation and scholarly productivity</td>
<td>Dean’s Distinguished Lecture Series in the planning stage</td>
<td>Annual Dean’s Distinguished Lecture Series scheduled for Fall 2015</td>
<td>Increased faculty scholarship and dissemination</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ongoing work to obtain necessary funding to align faculty compensation and scholarly productivity</td>
<td>Recommendations that align faculty compensation with scholarly productivity developed</td>
<td>Faculty compensation that aligns with scholarly productivity</td>
</tr>
</tbody>
</table>
### GOAL 2: Expand the College’s academic programs in response to trends and changes in health care, nursing and higher education

<table>
<thead>
<tr>
<th>What do we want to have accomplished in the next two to five years?</th>
<th>What do we want to accomplish in 2014-2015?</th>
<th>Status</th>
<th>Benchmarks and evaluation mechanisms</th>
<th>Outcome(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Establish a CON Advisory Board</td>
<td>1) Identify and invite nursing leaders in education, practice and research; professional nursing organizations and other health professions; community leaders; alumni and students</td>
<td>■ Advisory Board Members identified in Fall 2014  ■ First meeting scheduled for Fall 2015  ■ Ongoing work to obtain necessary funding to support the College of Nursing Advisory Board activities</td>
<td>■ College of Nursing Advisory Board meetings held annually</td>
<td>■ Integration of new programs and offerings by the CON to meet the current needs of the marketplace and stay on trend in nursing education</td>
</tr>
<tr>
<td></td>
<td>2. Ensure adequate faculty/student ratios to meet accreditation and regulatory standards</td>
<td>1) Recruit and retain qualified faculty to meet accreditation and regulatory standards 2) Assess staffing/faculty levels and required credentials and skills to achieve program goals and expected outcomes 3) Replace faculty vacancies expeditiously</td>
<td>■ Ongoing work to obtain funding for additional necessary faculty</td>
<td>■ Acceptable faculty/student ratio based on Commission on Collegiate Nursing Education (CCNE) and specialty accreditation and regulatory standards  ■ Faculty meet the educational and clinical requirements based on accreditation and regulatory standards</td>
</tr>
<tr>
<td></td>
<td>3. Develop a Doctor of Nursing Practice (DNP) Program</td>
<td>1) Conduct a Feasibility Study 2) Create DNP Taskforce 3) Develop DNP curriculum 4) Submit a Letter of Intent to SUNY and New York State Education Department (NYSED)</td>
<td>■ Feasibility Study conducted in May 2012 and will be updated in Spring 2015  ■ DNP curriculum developed and to be updated in Spring 2015  ■ Letter of Intent submission deferred due to faculty resources  ■ Ongoing work to obtain additional faculty resources to support DNP Program</td>
<td>■ Doctor of Nursing Practice Program established</td>
</tr>
<tr>
<td></td>
<td>4. Design an online registered nurse baccalaureate (RN-BS) in Nursing Program</td>
<td>1) Create online RN-BS Taskforce 2) Develop online RN-BS curriculum 3) Submit a Letter of Intent to SUNY and NYSED</td>
<td>■ Online curriculum development to start in 2015-2016  ■ Ongoing work to obtain additional faculty and technology support required for the online RN-BS in Nursing Program</td>
<td>■ Online RN-BS in Nursing established</td>
</tr>
<tr>
<td>What do we want to have accomplished in the next two to five years?</td>
<td>What do we want to accomplish in 2014-2015?</td>
<td>Status</td>
<td>Benchmarks and evaluation mechanisms</td>
<td>Outcome(s)</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
</tbody>
</table>
| 5. Develop a Post-Master’s degree in Nursing Education Program | 1) Conduct a Feasibility Study  
2) Create a Taskforce on Post-Master’s in Nursing Education program  
3) Develop the curriculum  
4) Submit a Letter of Intent to SUNY and NYSED | Planning to start in 2015-2016  
Ongoing work to obtain funding for additional faculty to support the Post-Master’s degree in Nursing Education Program | Post-Master’s in Nursing Education program established | Approval of degree by SUNY and NYSED  
Students enrolled in the Post-Master’s degree in Nursing Education Program |
| 6. Establish a Master’s (MS) in Nursing Administration Program | 1) Conduct a Feasibility Study  
2) Create a Taskforce on Post-Master’s in Nursing Education program  
3) Develop the curriculum  
4) Submit a Letter of Intent to SUNY and NYSED | Planning to start in 2015-2016  
Ongoing work to obtain funding for additional faculty to support a Master’s (MS) in Nursing Administration Program | MS in Nursing Administration established | Approval of degree by SUNY and NYSED  
Students enrolled in the Master’s (MS) in Nursing Administration Program |
| 7. Acquire additional space for classroom, faculty offices, computer lab and Learning Resource Center (LRC)/Simulation Lab to accommodate program expansion | 1) Conduct a comprehensive assessment on the need for additional space to accommodate program expansion  
2) Assess programmatic needs regarding the use and integration of technology and computer-related equipment throughout the curriculum | Completed | Comprehensive assessment conducted in September 2013  
Programmatic needs assessment completed in 2013-2014  
Additional spaces acquired (Classroom F/G were acquired in September 2013 and the LRC/Simulation Lab was completed in Spring 2015) | State-of-the-art nursing Simulation Laboratory in full operation |
### Goal 3: Integrate health policy and evidence-based care for diverse populations into the curriculum

<table>
<thead>
<tr>
<th>What do we want to have accomplished in the next two to five years?</th>
<th>What do we want to accomplish in 2014-2015?</th>
<th>Status</th>
<th>Benchmarks and evaluation mechanisms</th>
<th>Outcome(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Implement the undergraduate and graduate curricula consistent with the current American Association of Colleges of Nursing (AACN) core competencies expected of graduates of baccalaureate and graduate programs</td>
<td>1) Revise the undergraduate and graduate curricula to reflect the current AACN core competencies for graduates of baccalaureate and graduate programs</td>
<td>Revised curriculum was implemented in September 2012 for undergraduate and in September 2013 for graduate students</td>
<td>Revised undergraduate and graduate curricula implemented</td>
<td>Undergraduate and graduate curricula consistent with the current AACN core competencies implemented</td>
</tr>
<tr>
<td>2. Integrate health policy, evidence-based and culturally competent care into the undergraduate and graduate curricula</td>
<td>1) Revise undergraduate and graduate curricula to reflect the integration of health policy, evidence-based and culturally competent care into appropriate courses</td>
<td>Revised curriculum was implemented in September 2012 for undergraduate and in September 2013 for graduate students</td>
<td>Health policy, evidence-based and culturally competent care integrated into undergraduate and graduate curricula</td>
<td>Health policy, evidence-based and culturally competent care fully integrated into the undergraduate and graduate curricula</td>
</tr>
<tr>
<td>3. Conduct workshops and/or continuing education programs related to health policy, cultural competency, and evidence-based nursing for faculty and students</td>
<td>1) Conduct needs assessments related to health policy, cultural competency, and evidence-based care  2) Develop programs related to health policy, cultural competency, and evidence-based care for faculty and students</td>
<td>Faculty and students’ research presentations in cultural competency and evidence-based nursing were held in Academic Year 2013, however, this goal is being reexamined in light of faculty resources</td>
<td>Annual workshops on health policy, cultural competency, and evidence-based nursing for faculty and students held</td>
<td>Continuing education programs related to health policy, cultural competency, and evidence-based nursing available to faculty and students</td>
</tr>
</tbody>
</table>
**GOAL 4: Establish collaborative partnerships with internal and external institutions**

<table>
<thead>
<tr>
<th>What do we want to have accomplished in the next two to five years?</th>
<th>What do we want to accomplish in 2014-2015?</th>
<th>Status</th>
<th>Benchmarks and evaluation mechanisms</th>
<th>Outcome(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Continue to strengthen partnerships with University Hospital of Brooklyn’s (UHB) Clinical Resource Committee in providing continuing education programs for registered nurses (RNs)</td>
<td>1) Collaborate with UHB’s Clinical Resource Committee to develop and provide nursing grand rounds to DMC nurses</td>
<td>Ongoing Grand Rounds offered on a monthly basis with tracking of participants</td>
<td>Grand Rounds offered monthly Attendance by 20-25 UHB nurses at each session</td>
<td>Continuing education programs offered to UHB registered nurses onsite</td>
</tr>
<tr>
<td>2. Strengthen ties with the community through educational and service programs</td>
<td>1) Develop a database of current community projects for campus dissemination and potential collaboration 2) Form a Taskforce on Community Initiatives 3) Create a Community Advisory Board with industry and civic group members</td>
<td>Task Force on Community Initiatives created in Fall 2014 Planning in progress Ongoing tracking of educational programming and participation Community Advisory Board will be established in Fall 2015</td>
<td>Participation in community health activities by faculty and students at least two to four times per year Educational programs on health related topics offered to the community twice per year Community Advisory Board established to focus on health promotion and disease prevention projects Community Advisory Board meetings held annually</td>
<td>Stronger ties fostered with the community through health promotion and disease prevention projects</td>
</tr>
<tr>
<td>3. Establish an Annual Research Day in collaboration with Schools/Colleges/departments at Downstate and other institutions</td>
<td>1) Develop a program for Research Day 2) Collaborate with Schools/Colleges/departments at Downstate and other institutions 3) Engage faculty and students to collaborate on research projects</td>
<td>Research conferences were held in collaboration with UHB’s Nursing Department and Maimonides Medical Center in 2013 &amp; 2014</td>
<td>Annual Nursing Research Day collaboratively sponsored with UHB and other institutions</td>
<td>Creation of partnerships across campus and with other institutions to increase research and mechanisms for scholarly dissemination</td>
</tr>
</tbody>
</table>
### GOAL 5: Improve the economic resources of the CON

<table>
<thead>
<tr>
<th>What do we want to have accomplished in the next two to five years?</th>
<th>What do we want to accomplish in 2014-2015?</th>
<th>Status</th>
<th>Benchmarks and evaluation mechanisms</th>
<th>Outcome(s)</th>
</tr>
</thead>
</table>
| 1. Develop a “Giving Tree” initiative | 1) Create a Taskforce on the “Giving Tree” initiative  
2) Develop a proposal on the “Giving Tree” initiative  
3) Design a brochure for a marketing campaign and publication  
4) Install a “Giving Tree” | Taskforce created in March 2014  
Design proposal completed in May 2014  
“Giving Tree” installed in October 2014  
Ongoing work around marketing campaign and fundraising | “Giving Tree” installed  
Marketing campaign launched  
Fundraising campaign started | “Giving Tree” installed with successful marketing and fundraising for the College |
| 2. Establish a CON Alumni Academy | 1) Conduct alumni survey and develop database  
2) Form a Taskforce for the Alumni Academy  
3) Develop Alumni Academy bylaws  
4) Elect a Board of Directors and other Officers of the Alumni Academy | Taskforce created in September 2013  
First draft of the bylaws was completed for review in December 2013  
Ongoing work to obtain funding for the Alumni Academy | Alumni survey conducted with more than 50% response  
Alumni database established and updated regularly  
Board members and officers elected and meet regularly  
Bylaws developed and published  
Alumni reception held annually  
Annual fund-raising event with contributions and donations received | Strengthened ties with the CON alumni  
Generate additional revenue for the College |
| 3. Expand the continuing educational (CE) programs of the CON by having a dedicated staff and faculty | 1) Form a consortium with a minimum of four participating Brooklyn hospitals  
2) Appoint dedicated faculty and staff for CE | Ongoing work to obtain additional funding to expand the CE programs | Annual survey distributed to faculty and clinical partners with more than 50% response rate  
Continuing educational programs offered annually with at least 50 participants | Expansion of the program to meet the needs for continuing education of the nursing community  
Generate additional revenue for the College |