



WAYNE STATE
College of Nursing

Strategic Plan
2022-2027



Wayne State University College of Nursing faculty and staff adopted this strategic plan on September 14, 2022.

On January 28, 2022, the Wayne State University Board of Governors approved the university's 2022-27 strategic plan, "Our Moment in Time" which prioritizes student success and the institution's impactful engagement with the City of Detroit and surrounding communities.

In keeping with the "Our Moment in Time" plan, the Wayne State University College of Nursing has developed a strategic plan complementing the university's long-term vision and goals in the following key areas: research and discovery; teaching, learning and student success; outreach and engagement; diversity, equity and inclusion; and financial sustainability and operational excellence.

Leveraging the college's strengths and lessons learned over the past 76 years, this plan allows us to capitalize on our unique position as a world-class institution focused on excellence in nursing education, practice, and research, with a commitment to urban health.

As part of a leading research institution, the Wayne State College of Nursing is dedicated to the advancement of knowledge and scholarship to provide the highest quality nursing education while improving the health and well-being of

individuals, families, and communities with a distinct focus on the unique and evolving needs of urban populations.

As a valued and active member of the Detroit community, we can define ourselves by the work we do to address urban health issues with our students and faculty on the front lines of healthcare. This plan was designed to help us identify opportunities to strengthen our college and provide a roadmap to build on our success.



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College of Nursing

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WAYNE STATE
College of Nursing

WAYNE STATE UNIVERSITY COLLEGE OF NURSING:

Founded in 1945, the College is dedicated to providing the highest quality education to a diverse population of students through our BSN, MSN, Graduate Certificate, DNP, and PhD programs. Graduates from our College are prepared to be leaders in research, education and practice. Historically, the College of Nursing has been a leader in nursing education, knowledge generation, and contemporary nursing practice.

The College of Nursing is nationally recognized by *U.S. News and World Report* for offering one of the best undergraduate and graduate nursing programs in the country. The College of Nursing developed a reputation of excellence with high graduation rates, exceeding national standards on the National Council Licensure Examination for Registered Nurses (NCLEX-RN®) and advanced practice nursing certifications.

Serving over 750 diverse undergraduate and graduate students from across the country and throughout the state of Michigan, the College of Nursing is committed to the community it serves, as evidenced by the actions of students, faculty, staff, and alumni who are active in the community and present on the front lines of health care. These forward-thinking individuals engage in legislative, public, and community health activities at national, state and local levels. Through seven decades of growth, we are guided by our mission to serve and commit to educating the future of nursing.

OUR MISSION: WHAT WE DO

The mission of the Wayne State University College of Nursing is to create and translate knowledge and to educate a diverse student body prepared to excel as clinicians, researchers, scholars and leaders who improve health in local and global communities.

OUR VISION: WHAT WE ASPIRE TO

The College of Nursing will be the leader in nursing research and education, known for our commitment to and impact on urban health.

OUR VALUES: HOW WE WORK

The College of Nursing commits to the values of Wayne State University. While our vision and mission show where we want to go, our values guide us on the way. Our values bind us culturally and permeate our strategic and tactical initiatives. They are the defining traits of the Wayne State community.

- **Collaboration:** When we work together, drawing upon various talents and perspectives, we achieve better results.
- **Integrity:** We keep our word, live up to our commitments, and are accountable to ourselves and each other.
- **Innovation:** We are unafraid to try new things and learn by both failure and success.
- **Excellence:** We strive for the highest quality outcomes in everything we do.
- **Diversity and Inclusion:** We value all people and understand that their unique experiences, talents and perspectives make us a stronger organization and better people.

STRATEGIC FOCUS AREAS

Based on the plan developed by the Wayne State University Strategic Planning Committee and adopted by the Wayne State University Board of Governors, the following were identified as strategic focus areas. We include our aspirations aligning with each focus area and the goals we have committed to over the next five years.

- **RESEARCH, DISCOVERY AND TRANSLATION: AN UNRELENTING QUEST**
- **TEACHING, LEARNING AND STUDENT SUCCESS: THE HEART OF OUR COLLEGE**
- **OUTREACH AND ENGAGEMENT: OUR INEXTRICABLE TIES WITH OUR COMMUNITY**
- **DIVERSITY, EQUITY AND INCLUSION: AN UNWAVERING COMMITMENT**
- **FINANCIAL SUSTAINABILITY AND OPERATIONAL EXCELLENCE: THE BUILDING BLOCKS FOR A STRONG FUTURE**

RESEARCH, DISCOVERY AND TRANSLATION: AN UNRELENTING QUEST

The Wayne State University College of Nursing is dedicated to advancing knowledge through the work of nurse scientists and translating research into practice by our expert clinical faculty and students. Most importantly, we seek to improve the health of the residents of Detroit and the metropolitan region. We will expand our research and translation footprint across campus to address health and health disparities in our communities. We will do this by enhancing our Office of Health Research services/skill set and mobilizing teams of research scientists and translational scholars. We will prioritize assisting faculty, doctoral and undergraduate students with connections to the initiatives across the university.

GOAL 1: Expand research initiatives to address local, regional and global societal challenges.

Objectives

- Advance and lead research that addresses the health disparities of core groups (e.g., African American, LGBTQIA+, Arab American) in urban settings.
- Identify clinical project opportunities with our community/clinical partners for faculty and students to analyze, develop and implement.
- Support scholarship in nursing informatics, population health and nursing simulation for today's rapidly changing world.

GOAL 2: Further develop enabling technologies, infrastructure and workflow systems to support scholarly activity.

Objectives

- Identify and support opportunities to participate in interdisciplinary research efforts across the university, including those using health technology and biomarkers.

- Build and promote a portfolio of support services (and staffing) that advance research science and clinical projects, such as editors, grant writing support and reviewers.
- Develop a robust research and clinical faculty development and mentoring program.
- Develop and implement team working groups and information dissemination within the college to diminish communication silos.
- Provide support for the use of technology in research and translational scholarship for doctoral students.

GOAL 3: Increase research awards and expenditures.

Objectives

- Build the faculty pool of research scientists who have opportunities for funding.
- Increase funding opportunities for student research, fellowships, graduate teaching assistants and graduate research assistants.
- Increase the number of funded researchers, especially those who provide opportunities for undergraduate and graduate students to participate in research studies.
- Build undergraduate and graduate student teams to translate research into clinical practice.
- Provide faculty development on the variety of funding mechanisms locally, regionally and federally.

GOAL 4: Expand recognition of scholarly and creative activity.

Objectives

- Develop communication mechanisms to publicize the productivity of nurse researchers/clinical project leaders and how their projects influence care and care outcomes.
- Provide and support opportunities for collaborative scholarly activities within programs and courses.
- Build a list of the cadre of collaborative partners across departments to assist doctoral students with university-wide mentors.



- Implement a method to internally and publicly disseminate scholarly and creative activities of faculty, students and staff.

TEACHING, LEARNING AND STUDENT SUCCESS: THE HEART OF OUR COLLEGE

Positioned as a trailblazer in nursing education, the Wayne State University College of Nursing is dedicated to advancing its place as a national leader in baccalaureate and graduate nursing education. Academic excellence in didactic, clinical and interprofessional simulation is at the foundation of who we are. Through our focus on addressing the health needs of urban populations, our students are able to obtain a unique set of knowledge and skills that make them highly sought after and position them to become leaders in their fields.

GOAL 1: Educate the next generation of nurses for a rapidly changing and increasingly connected world.

Objectives

- Adopt a competency-based education model for the next generation of nursing students.
- Identify and support opportunities to participate in collaborative, interdisciplinary teaching and learning efforts across the university.
- Update our model for community health with a focus on a shift toward population health to help our students develop an understanding of the intersection of health, income and zip codes.
- Identify opportunities to incorporate telehealth and informatics instruction into the curriculum.
- Explore, adopt and utilize materials and resources that are reflective of the populations we serve.
- Consider generational differences as we design our teaching and learning activities.
- Incorporate enabling technologies into seminars and coursework.



GOAL 2: Continue world-class professional BSN, MSN, DNP and PhD education.

Objectives

- Explore modalities to work with other clinically related university disciplines to build and instill effective team communication.
- Provide education and support to clinical faculty and preceptors for competency-based learning.
- Explore designated educational units for clinical education at multiple levels.
- Educate and support our faculty in effective teaching techniques and use of learning outcomes to design learning activities.
- Work together to capture trends in society, healthcare and higher education along with technological advancements in our curriculum.
- Revise student exit surveys and use results from the surveys to help inform decision-making.

GOAL 3: Provide lifelong educational opportunities to support career changes, advancement, social mobility and workforce development.

Objectives

- Develop academic-practice partnerships by establishing mutually beneficial relationships.
- Develop collaborative outreach initiatives in nurse practitioner-run clinics and telehealth for faculty practice and student clinical experiences.
- Develop and provide continuing education programs.
- Create a taskforce to explore creative and strategic clinical placement opportunities for the future.

GOAL 4: Increase investment in teaching and learning.

Objectives

- Upgrade, develop and redesign classrooms that support technology and distance learning.
- Provide additional support to faculty in the use of learning management systems and technology.

- Develop an effective culture of responsibility and accountability to ensure student success through clear and consistent expectations.
- Evaluate and strategically design our clinical education delivery to enhance continuity of communication among faculty and students.
- Develop a robust mentoring program for clinical track faculty.

GOAL 5: Invest in student success beyond the classroom

Objectives

- Explore ways to enhance our clinical outreach into the surrounding urban communities.
- Weave meaningful volunteer experiences into the curriculum.
- Expand the honors program for undergraduate students into more robust curricular and extracurricular activities.
- Formalize support of graduate writing and publication, including a digital repository for our DNP projects.
- Formalize student support and mentoring services and group study programs.

OUTREACH AND ENGAGEMENT: OUR INEXTRICABLE TIES WITH OUR COMMUNITY

The College of Nursing affirms and demonstrates its commitment to the advancement of urban health and health promotion through strong partnerships with local health centers, hospitals, clinics and community centers. Through interprofessional education, clinical care and rigorous research that generates new nursing knowledge, we are dedicated to advancing the profession of nursing and the health of local and global communities.

The College of Nursing is not only dedicated to serving WSU students, faculty and staff; we also have a commitment to serve the community in which we reside. Our goal is to provide healthcare services to surrounding communities to help with promoting health education and wellness.

GOAL 1: Lead and participate in the economic growth and prosperity of Detroit and Michigan.

Objectives

- Create meaningful partnerships with area health systems and employers to assist students with securing long-term employment.
- Develop outreach and pipeline programs with Detroit Public Schools and metro-Detroit surrounding communities.
- Develop more intentional strategies to promote College of Nursing efforts (achievements of faculty, rankings, prestige of programs and CON legacy)

GOAL 2: Deepen our engagement with Detroit and Michigan business partners to address challenges of discovery, innovation, talent and workforce pipeline development.

Objectives

- Develop a plan to enhance our visibility within the State of Michigan and city of Detroit through strategic partnerships with diverse industries.
- Maintain and enhance our academic and clinical partnerships.

- Develop interprofessional collaboration with a variety of businesses and nonprofit institutions in the city of Detroit and state of Michigan.
- Develop and implement a plan to improve communication and engagement with alumni and clinical partners.

GOAL 3: Strengthen our efforts as an engine of social mobility.

Objectives

- Develop a collaborative relationship with the university’s Office of Government and Community affairs to become a valuable partner in community outreach and engagement programming.
- Create community-academic partnerships for the undergraduate and graduate programs aimed at addressing social determinants of health, social justice and building health equity.

Goal 4: Strengthen our internal commitment to urban health and health promotion.

Objectives

- Develop an Office of Outreach and Community Engagement.
- Strengthen and develop communication pathways to promote our efforts at improving urban health.
- Review and enhance holistic admission process.

DIVERSITY, EQUITY AND INCLUSION: AN UNWAVERING COMMITMENT

The College of Nursing is located on Michigan's most diverse campus. A diverse student, faculty and staff is critical to our values and allows us to embrace the community we serve. It is our goal to ensure that all students, faculty and staff know that they are welcomed and will be provided with the social, emotional and educational support to ensure their academic and professional success.

The College of Nursing values all people and understands that their unique experiences, talents and perspectives make us a stronger organization and better community. We are dedicated to our mission and values, which emphasize the importance of diversity and inclusion. We reaffirm the college's long-standing commitment to address racial injustice and health disparities and to promote health equity.

GOAL 1: Recruit, support, retain and empower a more diverse faculty and staff.

Objectives

- Invest in ongoing training for faculty, staff and students that addresses the meaning and importance of implicit bias, diversity, equity and inclusion.
- Enhance existing program requirements to include broader understandings of LGBTQIA+ populations in health care and the workplace.
- Foster an environment of inclusiveness that reflects our mission, vision and values.
- Implement strategies and programs to provide increased support and efforts to retain diverse faculty and staff.
- Facilitate processes for career advancement for faculty and staff.

GOAL 2: Build a more inclusive curriculum for the 21st century.

Objectives

- Develop international opportunities into the undergraduate and graduate programs.

- Create collaborations with the surrounding community to increase opportunities for students to impact vulnerable populations.
- Create an integrated curriculum that encompasses diversity, equity and inclusion.
- Review overall curriculum to ensure that diversity training and awareness are consistently provided early for students and clinical faculty.
- Adopt learning resources that are more reflective of the population we serve.

GOAL 3: Recruit, support and retain a diverse student body that better reflects and serves the greater Detroit community.

Objectives

- Increase recruitment of diverse faculty and staff to reflect the urban community in which we serve.
- Increase recruitment of underrepresented students through maintaining holistic admission and leveraging relationships with C2 Pipeline and other WSU pre-college programs.

FINANCIAL SUSTAINABILITY AND OPERATIONAL EXCELLENCE: THE BUILDING BLOCKS FOR A STRONG FUTURE

Financial sustainability and operational excellence are pillars of the university's strategic plan. The College of Nursing embraces these pillars. The college consistently strives to provide operational excellence to our students, faculty and staff by continually reviewing and redesigning our policies and processes to ensure that they support operational excellence.

It is equally important to implement measures necessary to maintain a healthy financial outlook. The aspects of financial sustainability included address physical space planning, partnering with health care entities, strategically increase student enrollment, developing new revenue streams and further expanding our philanthropic efforts.

GOAL 1: Strengthen and improve financial and budgetary management policies, procedures and practices.

Objectives

- Invest in adequate staffing and technology to streamline data and communications in area departments: Student Affairs, Health Research, Faculty Affairs, Academic and Clinical Affairs, Business, and Human Resources.
- Develop a strategy to educate faculty, staff and students on matters related to finances and operations which helps to understand what we can do as a member of the CON community to promote financial sustainability.

GOAL 2: Align facilities, land, space and equipment to the needs, scale and resources of the university by incorporating work from the Campus Master Plan. Learn from the pandemic and appropriately utilize and supplement current resources to assist with expansion of outreach to current and prospective students.

Objectives

- Utilize data from external consultants to enhance and strategically grow enrollment in Second Degree/Second Career and APRN programs.
- Expand efforts to increase recruitment from Southwest and Northern Michigan.
- Explore flexible options for online programs to increase revenue.
- Create community and wellness space for faculty and staff.
- Create rooms for reflection and lactation for faculty, staff and students.

GOAL 3: Optimize existing and develop new revenue streams.

Objectives

- Enhance and expand the continuing education program.
- Explore external outside revenue opportunities to utilize the simulation lab.
- Identify business clinical alliances and collaborate with primary and specialty practices to develop practice-sponsored educational degrees for graduate nursing.
- Partner with health systems to create an executive ADN-to-MSN degree.
- Subsidize international student funding.
- Develop flexible programming to increase enrollment and remain competitive.
- Review and revise admission processes within the college.

GOAL 4: Enhance the culture of philanthropy for the College of Nursing.

Objectives

- Engage faculty, staff and students to be effective ambassadors.
- Create a communication platform for students, staff and faculty to effectively support philanthropic goals at CON.

GOAL 5: Grow the College of Nursing's reputation in line with the university's place as Detroit's premier public urban research university, known for academic excellence, community service and impact, and inclusivity.

Objectives

- Capture, embrace, and expand our current reputation as a premier institution for nursing education.
- Grow and publicize our community service reputation.

GOAL 6: Promote and support sustainability throughout the university.

- Partner with other university departments to incorporate campus-wide sustainability initiatives in the college.

KEY METRICS AND PRIORITIES

A strong strategic plan requires clear and measurable goals to track progress, measure success, or signal the need for a strategic or resource shift. Within the College of Nursing strategic plan, there are a number of key metrics and priorities related to our mission and vision.

- Foster a supportive environment, building upon our strengths and promoting a culture of respect, integrity and excellence that is the driving force in the achievement of our strategic goals.
- Create a positive culture of engagement through communication and support for faculty, staff and students.
- Require that all faculty/staff in the CON participate in DEI training.
- Continuously measure and evaluate work toward accomplishing the goals of this strategic plan on an annual basis.
- Grow our reputation and ranking among the best undergraduate and graduate nursing schools in the nation and within Michigan.
- Grow enrollment in Second Career/Degree, Master of Nursing, Doctor of Nursing Practice and Doctor of Philosophy in Nursing programs with an overall goal to reach annual targets.
- Develop a curriculum for undergraduate and graduate programs for the 21st century.
- Grow our tenured faculty to increase research revenues.
- Lead an initiative of interprofessional education across the health science programs at Wayne State University.
- Develop partnerships and new relationships with external organizations — corporations, foundations, nonprofits, health centers — at the local, national and global levels.
- Develop robust mentoring and continuing professional development and collaboration among faculty and staff.
- Lay out a comprehensive plan to achieve our financial goals in gifts, endowments, awards and grant funding.
- Increase revenue streams with development of continuing education programs and our simulation lab.

- Integrate educational opportunities for students and faculty in public and population health.
- Maintain our exemplary record of National Council licensure Examination for Registered Nurses (NCLEX-RN®) pass rates and advanced practice nursing certifications.
- Increase our visibility in digital, social and news media.



STRATEGIC PLAN STEERING COMMITTEE

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*Co-chairs

Wayne State University College of Nursing Dean: Laurie M. Lauzon Clabo;
Associate Dean for Academic & Clinical Affairs: Ramona Benkert; Associate Dean
for Faculty Affairs; Tricia Thomas; Associate Dean for Research; Rick Zimmerman;
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