



THE OHIO STATE UNIVERSITY

COLLEGE OF NURSING



Strategic Plan

2017-2022

Strategic Planning at The Ohio State University

Strategic planning at The Ohio State University is founded in the overarching principles of the institution's vision, mission, and values.

Ohio State's Vision

The Ohio State University is the model 21st-century public, land grant, research, urban, community engaged institution.

Ohio State's Mission

The University is dedicated to:

- Creating and discovering knowledge to improve the well-being of our state, regional, national and global communities;
- Educating students through a comprehensive array of distinguished academic programs;
- Preparing a diverse student body to be leaders and engaged citizens;
- Fostering a culture of engagement and service.

We understand that diversity and inclusion are essential components of our excellence.

Ohio State's Values

Shared values are the commitments made by the Ohio State community in how we conduct our work. At The Ohio State University, we value:

- Excellence
- Diversity in people and of ideas
- Inclusion
- Access and affordability
- Innovation
- Collaboration and multidisciplinary endeavor
- Integrity, transparency, and trust

Ohio State's Core Goals

Four institution-wide goals are fundamental to the University's vision, mission and future success:

Teaching and Learning: to provide an unsurpassed, student-learning experience led by engaged world-class faculty and staff, and enhanced by a globally diverse student body.

Research and Innovation: to create distinctive and internationally recognized contributions to the advancement of fundamental knowledge and scholarship and toward solutions of the world's most pressing problems.

Outreach and Engagement: to advance a culture of engagement and collaboration involving the exchange of knowledge and resources in a context of reciprocity with the citizens and institutions of Ohio, the nation, and the world.

Resource Stewardship: to be an affordable public university, recognized for financial sustainability, unparalleled management of human and physical resources, and operational efficiency and effectiveness.

Contents

Strategic Planning at The Ohio State University.....2

**Introduction to the New Strategic Plan by the Vice President for Health Promotion, University
Chief Wellness Officer and Dean**.....5

College Overview7

College of Nursing 2017-2022 Strategic Plan9

Strategic Scan..... 10

 The External Environment..... 10

 The Internal Environment..... 15

 Recent Successes and Strengths..... 15

 Areas Needing Enhancement 16

TEACHING AND LEARNING 19

RESEARCH AND INNOVATION 21

OUTREACH AND ENGAGEMENT 23

EVIDENCE-BASED PRACTICE 24

CLINICAL PRACTICE 25

RESOURCE STEWARDSHIP 27

References..... 30

Introduction to the New Strategic Plan by the Vice President for Health Promotion, University Chief Wellness Officer and Dean

August 6, 2017

Dear Stakeholders,

The College of Nursing underwent dramatic change over the past five years as a result of dreaming big, believing in our dreams, and persisting through the character-builders that confronted us along the journey. The 2011-2016 strategic plan was ambitious with the following strategic core goals:

- Produce the highest caliber of nurses, leaders and health professionals equipped to effectively promote health, impact policy and transform healthcare across culturally diverse individuals, groups and communities.
- Transform healthcare to positively impact and sustain wellness through transdisciplinary and innovative education, research and evidence-based clinical practice.
- Ensure that all students, faculty and staff engage in healthy lifestyle behaviors and promote the highest levels of wellness in diverse individuals, groups and communities.
- Foster collaborative, entrepreneurial initiatives with local, national and international partners to improve healthcare and health outcomes.
- Support faculty, staff and students to achieve their highest career aspirations by sustaining a positive and extraordinary culture of wellness and excellence to the point where everyone wants to come here to teach, conduct research, practice and to learn.



The 2011-2016 strategic plan led to major accomplishments across our academic programs, research, and evidence-based clinical practice, including:

- Growth in our student body from 1300 students to nearly 2,000 students,
- A rise in our U.S. News & World Report Ranking of traditional graduate programs from #32 in 2010 to #5 in the spring of 2017 (#1 public college of nursing in the U.S.),
- A rise in our U.S. News and World Report ranking of online graduate programs from #32 in 2010 to #3 in 2017,
- A rise in research funding and NIH-ranking for colleges of nursing from \$682,000 (46th) to \$1.6M (26th) (\$4.4M total awards),
- A rise in advancement dollars from \$654,028 in 2010 to \$9.25M in 2016,
- A budget increase from \$11.4M in 2010 to \$26.2M in 2016,
- Launching of three new centers of excellence, including the Center for Women, Children & Youth and the Center of Excellence in Critical and Complex Care, and the Center for Transdisciplinary Evidence-based Practice,
- The successful launch of two NP-led transdisciplinary health centers,
- Average pass rates on our NCLEX exam at 95% and nearly 100% pass rates on advanced practice certification exams,
- A full 10-year accreditation for our Doctor of Nursing Practice and Post-master's Advanced Practice Registered Nurse Programs with no compliance concerns, and

- Major growth in local, national and global partnerships.

As a result of the terrific foundation laid by our prior strategic plan and accomplishments, we are well positioned to excel to even greater heights with our 2017-2022 strategic plan. The new strategic plan is visionary, bold, and exciting, and aligns to support the University's vision to be the model 21st-century public, land grant, research, urban, community engaged institution. The new plan provides evidence that The Ohio State University College of Nursing is no ordinary college. Although there will be an ongoing emphasis on innovation in all areas of the college that will continue to bring change, we must now build depth in our newly established academic programs, research and evidence-based practice (EBP) centers, wellness initiatives, and community and global partnerships to ensure their national prominence and sustainability. We are confident that the philosophy instilled in our faculty, staff, and students of accomplishing what others think is impossible will lead to the successful attainment of the new ambitious goals that we have set forth in this strategic plan in order to position us as the leading preeminent college of nursing in the world known for innovation, evidence-based practice, and transforming the health and lives of people, locally and globally.

Throughout the past year, we involved faculty, staff, and transdisciplinary colleagues across the university and community, students, national leaders and key community partners who provided input into the 2017-2022 vision, mission and goals that were crafted. Teams came together across education, research and evidence-based practice, health promotion and wellness, global affairs and community engagement, and innovation and strategic partnerships in lively "innovation workouts" to envision the needed future of education, research, healthcare, EBP, and wellness in order to determine initiatives that would allow our college to continue to advance rapidly as local, regional, and national/international innovation leaders. I am very grateful for all of the terrific efforts and time commitment dedicated to this strategic planning process by everyone who participated.

Alan Kay, a noted computer scientist once said "The Best Way to Predict the Future is to Invent It." With executing this exciting new strategic plan as our roadmap during the next five years, we will create solutions to the most pressing healthcare and health problems throughout our community, state, nation and world. Our college will set a new national standard for innovation, evidence-based practice, nursing and healthcare academic programming, and wellness initiatives with positive impact on population health outcomes. We will continue to provide our students with exemplary interprofessional educational programs that integrate self-care because healthcare providers cannot provide the best care to others unless they care well for themselves. We will not only conduct the most cutting-edge research, but we will work diligently with our partners throughout our community, state, nation and globe to rapidly translate our findings into real world practice settings to transform people's health and improve their lives. We will consistently deliver and disseminate the highest quality of evidence-based healthcare and promote the highest level of health to improve outcomes for the most vulnerable diverse people across the life span. We will be the world's leader in innovation, evidence-based practice and wellness, and we will continue to accomplish the impossible by dreaming, discovering, and delivering a brighter future for all.

Warm and well regards,



Bernadette Mazurek Melnyk, PhD, RN, CPNP/PMHNP, FAANP, FNAP, FAAN
Vice President for Health Promotion
University Chief Wellness Officer
Dean and Professor, College of Nursing
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College Overview

The Ohio State University (OSU) College of Nursing (CON) is one of seven health sciences colleges at OSU, part of the largest health sciences campus in the country. It had its beginning roots as the Homeopathic Hospital Training Program for Nursing in 1914 as a three-year diploma program. A four-year program was established in 1941 leading to a Bachelor of Science in Nursing and, in 1954, a Master of Science in Nursing was launched. The nursing department gained independent college status as The OSU College of Nursing in 1984 with the first PhD program in nursing in Ohio by a public institution initiated in 1985. The CON celebrated its centennial in 2014. It has a long rich tradition of excellence in teaching, learning, research, community engagement and service. The CON is a very important resource for producing the highest quality of professional nurses and healthcare professionals, advanced practice nurses and researchers to the state, nation and globe, with nearly 2,000 students. In addition, it provides comprehensive integrated evidence-based healthcare services using a nurse practitioner-led transdisciplinary team model to highly vulnerable populations in two community sites. The CON highly values interprofessional collaboration and, as such, faculty, staff, students and administrators work collaboratively with other colleges across OSU, the OSU Wexner Medical Center, the James Comprehensive Cancer Center, Nationwide Children's Hospital and hundreds of community, national and global agencies and organizations to provide exemplary academic programs, generate leading edge transdisciplinary research, provide evidence-based healthcare, and promote the health and wellness of people across the community, nation and globe. The College's Doctor of Nursing Practice (DNP) and master's programs are ranked 5th in the nation (#1 public college of nursing for master's programs) according to the latest 2017 U.S. News & World Report poll and 3rd in online graduate nursing education. The CON's online RN-BSN program ranks 8th in the country according to U.S. News & World Report. Its NIH ranking among colleges of nursing is currently 31st.

The College of Nursing offers the Bachelor of Science in Nursing, Master of Science, Doctor of Nursing Practice (DNP) and the Doctor of Philosophy (PhD) academic programs. It also has a post-doctoral research fellowship program. The bachelor's program prepares nurses for entry into practice. Creative options for enrollment include those with degrees in other fields and associate degree prepared nurses. The master's programs prepare advanced practice clinicians, including administrators, nurse practitioners, nurse midwives, clinical nurse specialists, and clinical nurse leaders. The doctoral programs prepare academicians, researchers (PhD), and executive leaders and clinical experts in evidence-based practice (DNP). Every professional degree program offered at the college is fully accredited by the Commission on Collegiate Nursing Education, and the pre-licensure programs are approved by the Ohio Board of Nursing. The growing shortage of nurses and advanced practice nurses across the nation makes our role in preparing nurse clinicians and leaders vital to the health of Ohio and the nation. In collaboration with the Colleges of Medicine and Pharmacy, the CON also spearheads a Master's in Applied Clinical and Pre-Clinical Research, taking the lead for two specialty tracks: clinical research management and regularly science. Enrollment in two new academic programs begin in the fall of 2016, including the Bachelor's in Health and Wellness Innovation in Healthcare and a Master's in Healthcare Innovation.

Every summer, the College of Nursing hosts 25-30 high school students at our four-day Summer Institute for Diversity in Nursing. The College also provides outreach programs to middle and high school students throughout the year, including: Healthcare Education Alternatives Learning Series, Mentoring in Medicine, Breakfast of Science Champions, and providing tours and hands-on experience for various college access organizations in Central Ohio. Since 2014, the College of Nursing has provided hands-on nursing activities to over 400 area middle and high school students.

The current challenges in healthcare and the education of nurses and other healthcare professionals are outstanding opportunities to make a meaningful positive impact in improving health outcomes

across the state, nation and globe. This strategic plan is our roadmap for advancing the CON as the world's preeminent college of nursing with academic and NIH-research rankings in the top 10, and recognition as a global leader in interprofessional education, cutting-edge research that improves healthcare quality and patient outcomes in real-world settings, evidence-based practice, health promotion and wellness, community engagement and global impact, and innovation and strategic partnerships. With increasingly complex and sophisticated healthcare and health system models influenced by policy and rapidly changing technology, nurses and healthcare professionals at all levels must be prepared to take on diverse and transdisciplinary leadership roles. It is our mission to prepare the highest quality of competent evidence-based nurses and healthcare professionals to take on such roles and to develop clinicians, educators and researchers who are innovative leaders in their fields and dedicated to optimizing health and wellness in themselves and all for whom they care. We are poised to dream, discover and deliver the new bold strategic plan set forth in this document and continue to differentiate the CON as the most innovative and impactful college in the world.

College of Nursing

2017-2022 Strategic Plan

Our Vision

The world's leader in thinking and achieving the impossible to transform health and improve lives.

Our Mission

We exist to dream, discover, and deliver a healthier world.

Our Core Values

- Excellence
- Collaboration and authenticity
- Curiosity and intellectual rigor
- Integrity and personal accountability
- Openness, trust, respect, and civility
- Innovation and change
- Diversity in people and ideas
- Empathy and compassion
- Personal and professional wellness
- Transformational leadership
- Positivity
- Healthy discourse

Our Core Goals

1. Produce the highest caliber of nurses, leaders, researchers, and health professionals who LIVE WELL (Lead, Innovate, Vision, Execute, and are Wellness Focused, Evidence-based, Life Long Learners, and Lights for the World, making a local to global impact) and are equipped to effectively promote wellness, impact policy, and improve health outcomes across multiple settings with diverse individuals, groups, and communities.
2. Sustain innovative high quality educational programs that epitomize student-centered interprofessional learning, which yield exceptional diverse graduates across all levels as evidenced by: (a) pass rates on NCLEX above 95%; (b) advanced practice nursing certification exam pass rates above 95%; and (c) U.S. News & World Report Rankings in the top five.
3. Increase sponsored award dollars by at least 15% each year to move to the top 10 in NIH funding for colleges of nursing by conducting innovative transdisciplinary research that leads to the discovery and testing of interventions that improve the health and wellness of diverse populations across the life-span.
4. Empower faculty, staff, students and alumni to achieve their highest career aspirations by enhancing an institutional culture that supports dreaming, discovering and delivering, and an inclusive environment that embraces respect, diversity, positivity, civility and wellness.
5. Strengthen our partnerships, locally to globally, to improve the health and wellness of people throughout the university, community, state, nation and world.
6. Improve the health outcomes of diverse populations, which also accommodates growing enrollment in the CON's nurse practitioner (NP) programs, by increasing the number of nurse practitioner practices or expanding current practices by at least one each year.
7. Ensure financial security for the CON and additional funding for expanded high quality space and key strategic initiatives.
8. Increase student and alumni engagement in the CON's strategic initiatives.
9. Enhance healthcare quality, health outcomes and academic programming through the Helene Fuld Health Trust National Institute for Evidence-based Practice.
10. Differentiate the CON as a national and international leader in: (a) interprofessional education, (b) intervention and translational research, (c) evidence-based practice, (d) wellness, (e) innovation and entrepreneurship, (f) community engagement, and (g) global impact.

Strategic Scan

The External Environment

In his book *The Innovator's Prescription: A Disruptive Solution for Healthcare*, Clayton M. Christensen said "Our health care system is in critical condition. Each year, fewer Americans can afford it, fewer businesses can provide it, and fewer government programs can promise it for future generations- A cure is needed." Estimates are that the cost of healthcare delivery in the United States (U.S.) is 2.3 trillion dollars a year, a tripling of its cost in the past two decades.¹ Poor quality healthcare costs the U.S. billions of dollars every year. Wasteful healthcare spending costs the healthcare system 1.2 trillion dollars annually. Half of American hospitals are functioning in deficit.² Furthermore, approximately 250,000 individuals die every year from medical errors, which constitute the third leading cause of death³, many of which could have been prevented with evidence-based practice (EBP). Without EBP, patients do not receive the highest quality of care, health outcomes are seriously jeopardized, and healthcare costs soar.⁴ Although U.S. healthcare expenditures are higher than other developed countries, our outcomes are no better.⁵ The U.S. healthcare system could reduce its healthcare spending by 30% if patients receive evidence-based healthcare.⁶ Additionally, approximately three to 10% of hospital admissions are associated with adverse events; 5 to 15% resulting in permanent disability or death. Fragmentation of care in our healthcare system is another huge problem.⁷ It is now not unusual for a typical Medicare patient to see two primary care providers and five specialists working in four medical practices.⁸ Our healthcare system cannot sustain these rising healthcare costs, wasteful spending and lack of evidence-based practices without a collapse of the entire system.

The health of the American people also is in critical condition. One out of two people have a chronic condition, and one out of four have multiple chronic conditions of which the majority are preventable with modifiable healthy lifestyle behaviors.⁹ Cardiovascular disease (CVD) remains the leading cause of death in the United States, causing one third of all deaths and resulting in a greater proportion of deaths in both black males and females than in whites.¹⁰ The total direct and indirect costs of CVD are over \$300 billion per year or 17% of the nation's health expenditures.^{11,12} The American Heart Association's 2020 Strategic Impact Goals will miss the mark of a 20% improvement of overall cardiovascular health using the seven metrics of four health behaviors (smoking, diet, physical activity, body mass) and three health factors (plasma glucose, cholesterol, blood pressure)¹³. By 2030, more than 40% of the U.S. population will have CVD and costs are expected to triple, nearing a trillion dollars.¹¹ However, considering all causes of mortality and morbidity in the U.S., behaviors are the number one killer of Americans, due to smoking, overeating, lack of physical activity, non-adherence to medications and suicidal gestures. Overweight and obesity will soon surpass tobacco as the number one cause of preventable death and disease in the United States. With the rapid increase in the prevalence of overweight and obesity, the Centers for Disease Control predict that one out of three Americans will have diabetes by 2050. This also is the first time in our history that children are predicted to have a shorter lifespan than their parents. According to the Medicare Payment Advisory Commission (MedPAC), approximately 75% of the total U.S. healthcare spending was allocated to the treatment of chronic diseases.⁸ For Medicare, chronic diseases account for 96% of total spending with approximately one quarter of older Americans having four or more chronic conditions.⁸ Successful treatment of chronic diseases prevents morbidity and mortality. However, as an example, less than 22.7% of Americans have been told that they have hypertension and less than half of those diagnosed have actually been treated to effective levels. Hypertension treatment reduces the risk of death from cardiovascular disease by 25% and stroke by 40%.

Americans also have rapidly climbing rates of mental health disorders. The National Institute of Mental Health reports that, in 2014, there were an estimated 43.6 million adults aged 18 or older in the United States with a mental disorder in the past year. This number represented 18.1% of all U.S. adults. One in every four children experience a mental health disorder; suicide is now the second leading cause of death in 10 to 24 year old youth. A survey of 10,123 adolescents between 13 and 18 in the U.S. found a prevalence rate of 31.9% for anxiety disorders, 19.1% for behavior disorders, 14.3% for mood disorders and 11.4 % for substance use disorders, with 40% of youth with one disorder also meeting criteria for another disorder.¹⁴ The overall prevalence of disorders with severe impairment and/or distress was 22.2%. Furthermore, evidence is accumulating to support that individuals with chronic diseases and co-morbid mental health disorders have higher rates of complications, outpatient visits and hospitalizations, leading to greater healthcare costs.¹⁵ These morbidities are even higher in minority populations. Therefore, the CON must work diligently to improve the diversity of its faculty and students in this new strategic plan as preparing diverse students who can go back to their communities to practice will enhance health outcomes.

According to the 2016 State Health Assessment, Ohio ranked 41st on national scorecards for health outcomes. For leading causes of death in Ohio's population versus the U.S., the latest 2014 statistics indicate Ohio's population rates are higher in almost every health category than those of the U.S. population. The top three health issues in Ohio are obesity, mental health disorders, and access to health care/medical care, with drug and alcohol abuse in the fourth position. However, with the increase in unintentional deaths in Ohio due to the opiate epidemic, the number of deaths due to drug overdoses per 100,000 population ranked Ohio in 49th place. Premature deaths in Ohio of African American babies have worsened over the past several years. In 2014, Ohio's infant mortality rate was 6.8 deaths per 1,000 live births, higher than the national rate of 6.0. The rate among African-American infants in Ohio (14.3 per 1,000) was almost three times that for Whites (5.3) and Hispanic infant mortality was slightly higher than Whites. African-Americans are much more likely than other racial and ethnic groups to experience poor health outcomes for many health metrics, including shorter average life expectancy and a higher infant mortality rate – key indicators of the overall wellbeing of a population. As a result of the overall poor health of Ohioans, our nurse practitioner-led clinics will continue to integrate mental and physical healthcare in delivering healthcare services and we will prepare our graduates on how best to prevent, screen for, identify, and provide evidence-based management for people with mental health problems and multiple chronic conditions across the life span. We also will place major emphasis on reducing health disparities in vulnerable underserved populations in our clinics and in our academic programming so that our students are equipped with knowledge and evidence-based practices to reduce health disparities and improve outcomes in our most high-risk groups across the life span.

Although the United States Preventive Services Task Force (USPSTF) has long published evidence-based prevention recommendations on various health topics that are often viewed as "gold-standard," these evidence-based guidelines and other evidence-based clinical preventive services by primary care providers are underutilized, resulting in wasteful healthcare spending and, more importantly, loss of life years for Americans.¹⁶ Furthermore, limitations in research funding and the supply of high quality studies in primary care settings are a major challenge in the development of additional evidence-based guidelines to enhance best practices for a variety of conditions.

As healthcare costs continue to rise, more wellness programs are being created in corporations and institutions across the country. Wellness programs have been introduced to worksites worldwide to improve the health and well-being of employees. Academic institutions are fertile ground to enhance the population health of faculty, staff and students who live and work in higher education settings, yet they have lagged behind corporate America in wellness programming and creating wellness cultures. Although the overarching purpose of worksite wellness programs is to provide a positive return on investment (ROI) by reducing absenteeism and lowering health insurance

premiums, the altruistic benefit is the creation of a healthier work force, which translates into a healthier population.¹⁷ It is recognized that a worksite culture of health, defined as a body of organizational factors that promote healthy lifestyle behaviors, is important in enhancing the health and wellness of employees. At the forefront of the worksite wellness movement is the notion that many employers want and need to take a proactive approach to keeping their employees healthy while attempting to control healthcare costs. Therefore, our CON will continue to establish itself as a leader in building a culture of health and wellness that can serve as a model for other colleges and organizations. We also will work in collaboration with other units across our University, community, state, nation and globe to promote wellness and the highest levels of health in diverse populations across the life-span.

The changing nature of morbidities in the U.S. and the current critical condition of our healthcare system is calling for innovative studies and programs of research that will lead to evidence-based screening and successful intervention/treatment strategies as well as new models of transdisciplinary care that enhance patient outcomes and, at the same time, decrease healthcare costs (i.e., high-value healthcare). This is no small feat, but it can be accomplished with a common vision, rigorous research, acceleration of evidence-based practice and funding directed to high priority areas that will make a difference in the most prevalent conditions negatively impacting Americans and our healthcare system.

To deliver cost-effective, accessible, and affordable health care, a transformation toward an evidence-based, patient-centered, convenient, helpful and affordable system is urgently needed. The increased production of advanced practice nurses, including nurse practitioners and certified nurse mid-wives, is critical to increasing access to care, especially for vulnerable populations. In addition, with the nation's emphasis on prevention with its national prevention priorities, preparation of health and wellness coaches and specialists in healthcare innovation is necessary in order to prevent and manage the epidemic of chronic disease in this country. Our CON, with its new strategic plan, is well equipped to address the world's most pressing healthcare and health problems with its innovative interprofessional academic programs, cutting edge research, NP-led health centers, and evidence-based practice initiatives. The cure in creating a healthcare system that is high value, low cost is one that places health promotion and wellness at the forefront of the nation's priorities. Since a major area of emphasis for the nursing profession has long been health promotion and wellness, our college has endless opportunities for extraordinary impact in creating a healthier University, community, state, nation and globe. As such, health promotion and wellness is a high priority in our strategic plan and will be heavily emphasized in our educational programs, research programs, evidence-based practice initiatives and community engagement services. Providing our students with the highest quality of education that incorporates transdisciplinary learning across all programs and the skills to engage in healthy lifestyle behaviors and lifelong learning will remain a top priority.

The most important trend in nursing in the past decade has been the shortage of baccalaureate nurses prepared to deliver bedside care in hospital settings, advanced practice nurses to deliver primary health care in ambulatory settings and doctorally prepared nurses to assume research and leadership positions in academia and health care systems. Consequently, a major trend in nursing education nationally has been – and will remain – the addition and substantial enlargement of programs at both baccalaureate and graduate levels. The major constraining factor on continued increases in enrollment is a national shortage of nurse faculty, particularly those with doctoral preparation. According to the American Association of Colleges of Nursing's report on *2014-2015 Enrollment and Graduations in Baccalaureate and Graduate Programs in Nursing*, nursing schools in the U.S. turned away 68,938 qualified applicants from baccalaureate and graduate nursing programs in 2014 due to an insufficient number of faculty, clinical sites,

classroom space, clinical preceptors, and budget constraints. Almost two-thirds of the nursing schools responding to the survey pointed to faculty shortages as a reason for not accepting all qualified applicants into baccalaureate programs. That shortage also impacts another trend in health care, which is to require that the care of patients be based on sound research evidence. It is imperative that the science of nursing and health care continue to advance, and that there be available a sufficient number of nurse scientists prepared to develop the science and guide its application in practice. The predominant theme in the Institute of Medicine report on the *Future of Nursing* is that nurses must exert stronger leadership in addressing the fiscal challenges facing health care and in developing innovative improvements in care technology. They must assume more active roles in shaping policy. The mandate for nursing education is clear: nurses must be educated to provide more effective and innovative leadership. To address this need, our CON established the new executive leadership track in our DNP program. Further, there also is a large percentage of the nursing working force who is retiring, creating both a need and an opportunity to educate new nurses. Mandated regulation of medical resident hours has increased demands on advanced practice nurses who are now educated to perform many skills formerly limited to physicians.

The health of nurses also is a major concern according to a recent gallop survey that showed nurses have higher rates of obesity, hypertension, diabetes and depression than physicians. Compassion fatigue, burnout, and lack of engagement are prevent problems for nursing and other health professionals, which calls for major initiatives in colleges and healthcare systems to promote wellness and self-care as providers will not take great care of others unless they take excellent care of themselves. As a result, the CON is placing high priority on integrating wellness throughout all academic programs in its new strategic plan and leading a new wellness onboarding initiative for all of OSU's health sciences colleges. The CON has had substantial increases in enrollment over the past five years to help address the shortage of baccalaureate and advanced practice nurses. A substantial increase in enrollment has occurred in the RN-BSN program: from 99 in 2011 to 148 in 2015, a 49% increase. A substantial increase in enrollment also has occurred in master's specialty degrees, from 334 in 2011 to 580 currently, a 73.6% increase.

We also offer a comprehensive selection of master's specialty programs--one for advanced clinical generalists, eight programs for nurse practitioners, clinical nurse specialists, and clinical nurse leaders, one for nurse midwives, and one for leaders in healthcare innovation. A continued increase in enrollment in our RN-BSN program, the advanced practice specialty programs, and the DNP program can be used to enhance our strategic plan to serve as a resource in Ohio and the nation.

The American Association of Colleges of Nursing (AACN) has established guidelines for clinical simulation, a rapidly developing resource for educating students. Acute and chronic care in hospital settings has become increasingly complex. It is imperative that our students be optimally prepared to engage and interact in these settings. The CON has invested heavily in its Technology Learning Complex (TLC) where computerized whole body simulators are programmed to mimic a variety of clinical conditions and to respond realistically to the "care" administered by students. Faculty-developed scenarios and group simulation exercises help to develop students' critical thinking and clinical judgment, and to assure that they are exposed to a wide variety of clinical situations and can practice safely. Additionally, an innovative feature of these simulations is a virtual community that mirrors the Columbus area community. Faculty draw 'families and patients' from this virtual community to create realistic patient and health care issues for student learning. A total of six simulation labs are equipped with five whole body simulators and an electronic clinical information system, and are equipped to resemble a variety of actual clinical settings. In addition, two of the college's major programs (RN to BSN, and DNP) and the family nurse practitioner and psychiatric mental health specialty tracks in the MS program are fully available online for distance learning, and

expansion of online offerings is planned. The CON's simulation center also is the hub of interprofessional simulations in the form of EClipSE (Education for Clinical Interprofessional Simulation Excellence), which was implemented in 2012. Nine health professions programs participate, including: BSN Nursing, Acute Care Nurse Practitioner, Medicine, Pharmacy, Respiratory Therapy, Physical Therapy, Medical Dietetics, Occupational Therapy, and Social Work. In each of the 20 sessions per semester (duration of 2.5 hours), a representative sample from each discipline, based on the number of students in the program, participates in the simulation. Approximately 9,300 total interprofessional students have participated in 2,200 total simulations in the last 4 ½ years.

Doctoral education in nursing has seen many changes over the past few years. A growing emphasis is on the professional doctorate (Doctor of Nursing Practice – DNP) that prepares clinical leaders who can implement evidence-based practice in contrast to the PhD that continues to prepare nurse scientists to conduct innovative, transdisciplinary research. Although enrollment in DNP programs has soared across the U.S. since the DNP was endorsed as the minimal degree to prepare advanced practice nurses in 2004, the number of graduates remains too low to adequately fill the pending faculty shortage. There are currently 264 DNP programs enrolling over 18,000 students across the country. Given the escalating need for faculty and doctorally prepared nurses, the College will continue to place emphasis on increasing enrollments in both the DNP and PhD programs in its new strategic plan.

Nurse scientists are increasingly being challenged to base nursing practice on evidence generated from transdisciplinary research. Given our place within the environment of a research extensive university—The Ohio State University and an academic health center, we believe that the College of Nursing's faculty must be engaged in active collaborations centered around transdisciplinary research that advance nursing science but also make substantive contributions to improving health care delivery, patient outcomes and health policy. The strategic plan has a major emphasis on increasing our NIH and other extramural funding. We are aggressively recruiting senior diverse research scientists from across the nation. External funding acknowledges the central importance of contributing to the university's achievement of research prominence. External research funding is a critical part of the budget model, so funding impacts the college's continued advancement. The successful formation of research centers was a key tactic in our prior strategic plan and the continued building of those centers will remain a high priority in the new strategic plan. Priority also will be placed on increasing our work in translational science and in becoming known for innovations in evidence-based practice and wellness. Although the CON already has an established national/international reputation in evidence-based practice, a recent \$6.5M gift from the Helene Fuld Health Trust will establish a National Institute for EBP at the CON, which will create a national hub for EBP here and allow us to further leapfrog our efforts forward in advancing high quality, safe care and enhancing EBP in academic programs across the U.S.

The college's involvement in both global affairs and community engagement has accelerated over recent years with the appointment of faculty leaders to direct these specialty offices. In light of the university's commitment to growing its international programs and community engagement activities, the college is planning to add study-abroad, service-learning opportunities, and research collaborations abroad as well as accelerate its community engagement activities to improve population health outcomes in the Columbus community and across the state. We are deeply committed to conducting research with and providing service to vulnerable populations across our community, state, nation and globe to improve health outcomes.

Nurses and healthcare professionals today must be prepared to assume active roles in enhancing patient and community health outcomes, policy making and implementation, and evaluation and

dissemination of health outcomes. As such, inherent with the programs offered by the College of Nursing must be the education of high quality clinicians, researchers and innovation leaders. We will do so and become nationally and internationally recognized for our LIVE WELL differentiator; that is preparing our students across all levels to Lead, Innovate, Vision, Execute, and to be Wellness-focused, Evidence-based, Lifelong learners, and Lights for the World, making an impact locally to globally.

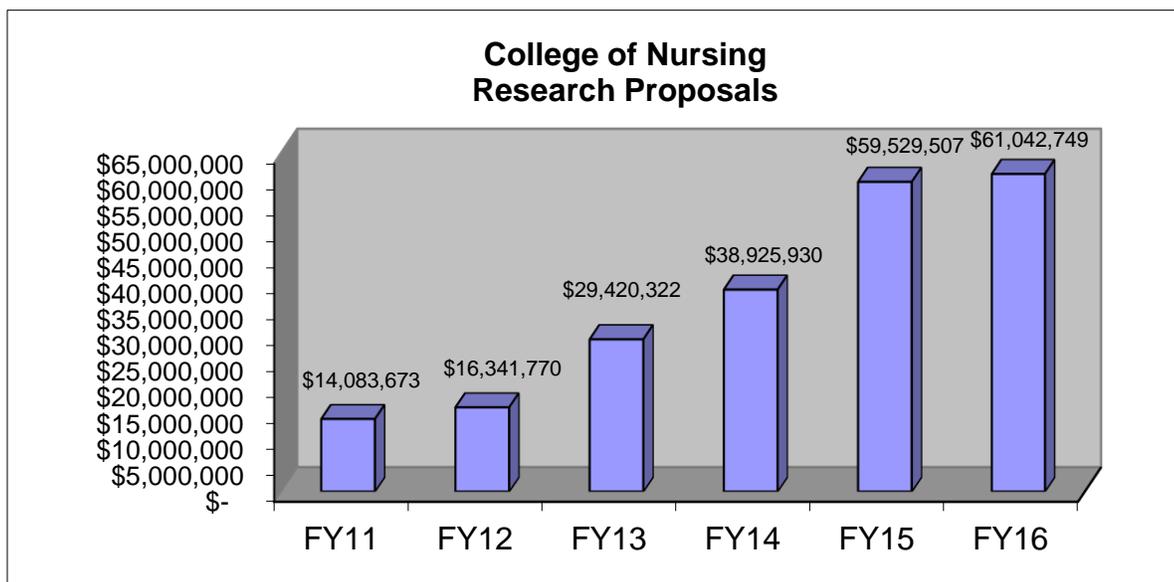
The Internal Environment

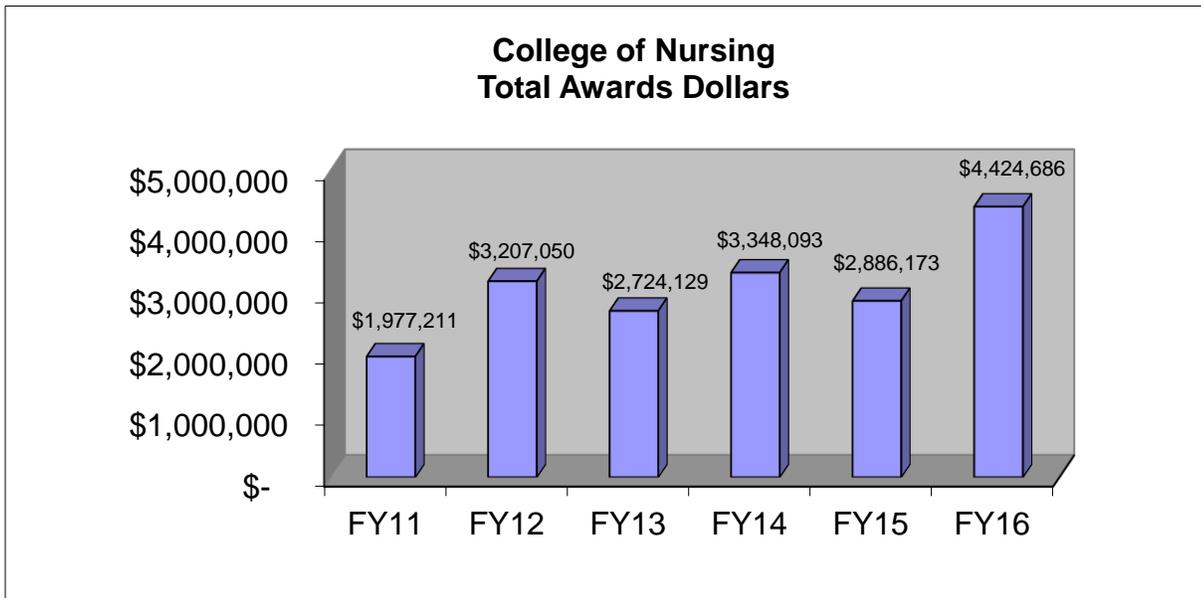
Recent Successes and Strengths

The CON has had several recent successes as a result of its prior strategic plan. Our U.S. News and World Report and NIH-funding rankings have all increased as outlined in the introduction to this new strategic plan while maintaining outstanding pass rates on the NCLEX and national advanced practice certification exams.

We have substantially invested in strengthening our research infrastructure, which is essential for continued success with extramural grant funding. Our three new centers, including the Center for Women, Infants & Children, the Center of Excellence in Critical & Complex Care, and the Center for Transdisciplinary EBP are flourishing. A recent \$6.5M grant from the Helene Fuld Health Trust to establish a national institute of EBP will assist us further in leapfrogging our EBP initiatives further and faster across the country. The Center for Women, Children & Youth was successful in obtaining NIH T32 funding in 2013, the first for the CON. This pre-doctoral training grant is the only pediatric and adolescent focused T32 grant funded by the National Institute of Nursing Research and supports eight PhD students focused on child and adolescent health research. The CON also obtained status as a National Hartford Center of Gerontological Nursing Excellence, with recognition from the John A. Hartford Foundation for exemplar interdisciplinary collaboration in geriatric research, including the colleges of medicine and social work.

The two charts below and on the next page provide evidence that the strategy of strengthening our research infrastructure within the College has produced positive outcomes in terms of the substantial increase in numbers of research proposals submitted by faculty as well as a rise in total award dollars from 2011-2016.





The CON has been successful in recruiting 18 diverse tenured/tenure track research active faculty over the past five years. We also have recruited eight additional doctorally prepared clinical faculty to the CON. In addition, we have established outstanding local, national, and international partnerships for research, interprofessional education, wellness, and evidence-based clinical practice. Our collaborative initiatives with other OSU health sciences colleges, the OSU Wexner Medical Center, the James, and Nationwide Children’s are outstanding. Last year, we received the inaugural outstanding academic-practice partnership award with Wexner Medical Center by the American Association of Colleges of Nursing. This past year, we achieved the highest level of fundraising dollars in the history of our CON at \$9.25M. Our two new NP-led transdisciplinary team based clinics are thriving and producing excellent patient outcomes; they have become a national model for integrated mental and physical healthcare using an interprofessional team.

Areas Needing Enhancement

Continued Growth of the CON’s Tenured/Tenure Track Faculty and Doctorally Prepared Clinical Faculty who are Diverse

Although we have been successful in increasing our tenured/tenure track faculty from 17 to 27 over the past 5 years, including expanding our diversity, there is a real need to continue to increase the numbers of diverse tenured/tenure track faculty who are research active to 40 during the next five years. Enhanced diversity in our faculty will attract higher numbers of diverse students, which is critical so that many of these students can return to their own communities to provide care and promote health and wellness. Recent benchmarking with the top 10 NIH-funded schools revealed tenured/tenure track faculty numbers between 35 and 70. Further, due to the AACN mandate that colleges move to the Doctor of Nursing Practice degree as the minimal degree for preparation of advanced practice nurses, we will need to attract several more doctorally prepared regular clinical track faculty in preparation to convert all of our advanced practice programs from the master’s degree to the DNP. This is a challenging time for recruitment given the shortage of doctorally

prepared nurses throughout the country. It also is a challenging time for federal funding, given that NIH currently only funds approximately 10 to 13% of the applications it receives. Therefore, diversifying our grants beyond NIH will be a priority in our new strategic plan.

Additional High Quality Space

The quality and amount of space in Newton Hall is poor and inadequate for existing faculty, staff and students. Storage rooms have been converted to offices and research team space along with adding the maximum amount of cubicles possible. There is no further room to house new faculty or research teams should one more grant be funded, yet one of the CON's key strategic goals is to continue to increase federal grant dollars. Pipes have recently burst in the building and have caused major damage, which reflect Newton Hall's overall poor Facility Condition Index (2012). Plumbing, water piping, restrooms, windows, doors, and other infrastructure are in need of minor to major renovation. Throughout Newton Hall over the past five years, superficial renovations (e.g., carpeting, drywall, painting, and new furniture purchased) and redesigns of offices and shared workspaces have led to efficiencies that have significantly improved the aesthetics of the building and enabled the College to house a greater number of employees within the same footprint. Students now frequently study before and after classes in public areas, and PhD students have offices near their faculty advisors.

Lack of adequate space prompted the renting of additional office and meeting space at 760 Kinnear Road from the OSU Wexner Medical Center in July 2015, as similar space at a comparable price was lacking on campus. Additional space was leased at the same location in August 2016 to further relieve additional pressures of the College's growth. Employees and programs that have moved to this location are more externally focused or online in nature.

In 2015, a feasibility study was conducted for a second building that would be contiguous to our first building with an estimated cost of \$39 million dollars. Plans for the second building also include an interprofessional Institute for Health Promotion and Wellness, which would provide outstanding interprofessional clinical experiences and research for nursing and health sciences students. A plan to fund that building has been submitted to the provost. Several other universities, such as Michigan, Wisconsin and Utah, have recently built new buildings for their colleges of nursing recognizing the major role that nurses, advanced practiced nurses, and doctorally prepared nurses have in healthcare and improving population health outcomes. Having state-of-the-art facilities are vital to attract and recruit top-notch faculty and students.

Barriers to Conducting Research at our own Medical Center

Because the CON is not part of the covered entity of the medical center, there have been tremendous barriers to researchers accessing patients for inclusion in studies. A process, which took much time and persistence to develop, has finally been implemented that has improved the situation, but faculty still feel it is somewhat cumbersome. These difficulties in access have resulted in the loss of two seasoned NIH-funded researchers in the past two years and one tenure track assistant professor who stated that it was easier to conduct research at Ohio Health's Riverside Hospital than our own medical center.

Competition for Clinical Sites

There is major competition in the area for clinical sites, which are in short supply for educating undergraduate and graduate students. This is a rate-limiting factor in the ability to admit more well-qualified undergraduate and graduate nursing students. One solution that was implemented during our prior strategic plan was the creation of our new nurse practitioner-led clinics and partnerships, which have provided additional preceptored experiences for not only our students, but also students

from medicine, pharmacy, nutrition and social work. A goal in this new strategic plan is to continue to expand our NP-led practices by at least one every year to accommodate more preceptored practice sites for our students and provide comprehensive integrated healthcare services to at-risk populations in our community and throughout our state through on-site clinics and telehealth initiatives.

TEACHING AND LEARNING

University Core Goal: to provide an unsurpassed, student-learning experience led by engaged world-class faculty and staff, and enhanced by a globally diverse student body.

College Goals:

- Produce the highest caliber of nurses, leaders, researchers, and health professionals who LIVE WELL (Lead, Innovate, Vision, Execute, and are Wellness Focused, Evidence-based, Life Long Learners, and Lights for the World, locally to globally) and are equipped to effectively promote wellness, impact policy, and improve health outcomes across multiple settings with diverse individuals, groups, and communities.
- Sustain innovative high quality educational programs that epitomize student-centered, interprofessional learning and produce exceptional diverse graduates across all levels as evidenced by: (a) pass rates on NCLEX above 95%; (b) advanced practice nursing certification exam pass rates above 95%; and (c) U.S. News & World Report Rankings in the top five.

Strategic focus area: Exceptional graduates

Prepare exceptional graduates who are prepared to lead evidence-based improvements in population health outcomes with a focus on health promotion and wellness.

- Integrate complex and emerging areas of practice and research priorities in curriculum.
- Expand focus on evidence-based population health and wellness improvement across the curriculum.
- Create seamless pathways to advancing education.
- Deliver a dynamic, flexible and forward-thinking curriculum that prepares graduates for roles in integration of evidence-based practice, health care transformation and future trends in health care.
- Promote recognition of world class on-site and long distance academic program innovation and excellence.
- Prepare graduates to reduce health disparities while taking into consideration the social determinants of health.

Strategic focus area: Academic-practice partnerships

Expand innovative academic-practice opportunities that transform health and improve lives.

- Engage in healthcare transformation through academic-practice partnerships through clinical practice activities, governance, leadership, health systems and research.
- Integrate interprofessional clinical and experiential opportunities by 10% annually.
- Enhance student learning opportunities that promote practice to the fullest extent of education and seamless transition to practice.
- Increase the number of preceptor supported clinical opportunities by 10% annually in order to support the College's enrollment plan and strategic growth.

Strategic focus area: Exceptional leaders

Confirm reputation of the OSU CON as a hub of innovative academic programs and transformative leadership through student, faculty, staff and alumni engagement in evidence-based practice, wellness, healthcare practice, diversity, and scholarship.

- Enhance professional development of faculty and staff academic leadership.
- Promote student recognition as engaged leaders in diversity, community engagement, evidence-based practice, wellness and healthcare serving the citizens of Ohio, the nation, and the globe.
- Increase focus on national and international recognition of Buckeye alumni excellence.
- Increase funding support for educational academic programs and initiatives by 15% annually.
- Increase dissemination of teaching and learning innovation by publication and presentation by 15% annually.
- Increase faculty representation on national and international professional, regulatory and academic boards and advisory committees by 10% annually.
- Strengthen reputation of innovative academic leadership and engagement through nominations of faculty, students, staff and alumni for national and international awards, increasing by 10% annually.

Strategic focus area: LIVEWELL

Create an environment for exceptional student-centered learning and professional development, with emphasis in leadership, innovation, evidence-based practice and wellness.

- Promote recognition of faculty, staff, students and alumni for national and international impact.
- Increase leadership development opportunities that enhance the reputation of the CON.
- Promote recognition of innovation and quality in academic programs.
- Establish branding of the LIVEWELL curriculum and culture, growing the reputation of the OSU CON as a hub of innovative and transformative leadership through student, faculty, staff and alumni engagement in evidence-based practice, wellness and healthcare.
- Empower students to achieve their personal and professional goals and interests through faculty mentorship and role modeling.
- Incorporate tenets of LIVEWELL across the curriculum, assuring that all students are socialized in the core principles of leadership, innovation, evidence-based practice and wellness.

Strategic focus area: Inclusivity, diversity and engagement

Enhance an institutional culture that supports an inclusive learning environment, respect, diversity and civility.

- Establish holistic review of applicants for admission to CON programs.
- Establish two new collaborations annually to increase opportunities for student experiences in diverse communities in Ohio, the U.S., and globe.
- Reinforce an inclusive learning environment that promotes a sense of belonging, objectively measured through university and college culture surveys.

- Strengthen recruitment to increase applicants (20%), admission (10%) and retention (95%) of diverse and underrepresented students.
- Strengthen faculty recruitment and retention of underrepresented minority faculty, targeting successful recruitment of at least 20% minority faculty each year.
- Assure metrics for student, staff and faculty success are consistent across groups.
- Promote an organization culture that values civility, diversity, openness, trust and respect.

RESEARCH AND INNOVATION

University Goal: To create distinctive and internationally recognized contributions to the advancement of fundamental knowledge and scholarship and to the solutions of the world's most pressing problems.

College Goals:

- Increase research award dollars by at least 15% each year to move to top 10 in NIH funding for colleges of nursing by conducting innovative transdisciplinary research that leads to the discovery and testing of interventions that improve the health and wellness of vulnerable populations across the life-span.
- Strengthen our partnerships, locally to globally, to improve the health and wellness of people throughout the university, community, state, nation and world.

Strategic focus area: Increase success rate of grant submissions

Increase the funding success rate and diversity of CON grants with a specific aim to increase NIH ranking to top 10 among colleges of nursing.

- Become a top-10 college of nursing in NIH funding.
- Diversify grant portfolio to include PCORI, VA, DOD, NSF, and large foundation funding (AHA, AA, ACS).
- Increase transdisciplinary collaborations between CON faculty and the rest of the university.
- Increase the Translational/Implementation Science (TIS) expertise and funded grants in dissemination and implementation research.

Strategic Focus Area: Intervention and Translational Research

Become a nationally recognized leader in intervention and translational research to ultimately facilitate the rapid translation of research based interventions to clinical settings to improve outcomes.

- Increase faculty knowledge of intervention and translational research.
- Initiate stronger transdisciplinary research grant activities with a goal of Co-PI status for both disciplines.
- Collaborate closely with the Helene Fuld Health Trust National Institute for Evidence-based Practice in Nursing & Healthcare in order to speed the translation and scalability of faculty research-based interventions into real world practice settings to improve health outcomes.

Strategic focus area: research centers of excellence

Foster the national/international prominence of our two centers of research excellence.

- Obtain competing continuation funding for the current T32 in child health.
- Obtain new funding for a second T32 with a focus on women's health or critical/complex care.
- Develop data analytics research related to women, children and youth as well as stress science.
- Develop a research focus in data analytics related to aging, chronic disease management and/or brain science.
- Increase the number of grants submitted by faculty by one-fourth.
- Diversify Institute grant submissions across the NIH and federal organizations as well as to state, industry, and philanthropic foundations.
- Increase research awards to faculty annually in both research centers, specifically, the proportion of grant submissions to grants awarded to 20%.
- Obtain a P20/P30 NIH grant for each center of excellence.
- Increase national/international awards and recognition for center faculty by 15% each year.

Strategic focus area: Innovation

Formalize an Office of Innovation & Strategic Partnerships within the College of Nursing to enhance a culture of innovation, collaboration, and entrepreneurialism.

- Establish a formal office in the College of Nursing with co-leadership and additional staff.
- Educate students, faculty, and staff about innovation and entrepreneurship to enhance a culture of innovation and entrepreneurship through broad dissemination in course curricula, workshops, and continuing education.
- Develop a new college reward structure to encourage faculty and staff innovation and risk-taking through P&T process, evaluation, merit raises &/or incentive funding.
- Engage students in their own and faculty ideation via individual, team and course projects.
- Develop interprofessional collaborations focused on health and healthcare across campus, including with the University's Center for Innovation and Entrepreneurship and other colleges as well as the Wexner Medical Center.
- Establish new external partnerships related to nursing and healthcare, in conjunction with the University's Corporate Engagement Office and other University areas.
- Develop a mobile innovation studio that sparks transdisciplinary innovation projects focused on solutions to health and healthcare challenges.
- Develop a five-year communications plan to become the epicenter of innovation and strategic partnerships in nursing and health; develop materials tied to the college's new branding campaign.
- Develop solutions to promote health and wellness for new interventions, technologies, ideas/processes of interaction, and engagement.
- Foster and promote new University Technology Commercialization Companies (UTCCs), commercial ventures, and/or University Start-ups.
- Enhance dissemination of CON's signature programs to reach wider audiences (e.g., CTEP, LAPP, Health Athlete, AcCELL, SPEACS2, KySS).

OUTREACH AND ENGAGEMENT

University Goal: To establish mutually beneficial partnerships with the citizens and institutions of Ohio, the nation and the world so that our communities are actively engaged in the exciting work of The Ohio State University.

College Goal: Strengthen our partnerships, locally to globally, to improve the health and wellness of people throughout the university, community, state, nation and world.

Strategic focus area: Partnerships

Identify potential partners and develop new relationships with external organizations: corporations, foundations, non-profits, health centers, at the local, national, and global levels.

- Formalize relationship with MOUs for College with Office of VP for Economics & Corporate Engagement and the Industry Liaison Office in the Office of VP for Research to enhance profile of the CON at OSU and beyond.
- Define and communicate clearly and succinctly CON's commitment to commercial opportunities to the CON, OSU, and external organizations to promote the core mission.
- Develop interprofessional collaboration with other academic institutions.
- Develop international student and faculty exchange programs with industry and international partners.

Strategic focus area: Global innovations and community engagement

Provide leadership in promoting health equity through innovative and transdisciplinary programs, scholarship, and research.

- Re-design the CON's website to include the Office of Global Innovations and the Office of Community Outreach and Engagement.
- Establish a Global Options certificate program for undergraduate nursing students.
- Offer a voucher program for clinical faculty to support Community Engagement and Outreach activities that acts as a catalyst for scholarship.
- Offer a Pilot CBPR Research Award to act as a catalyst for research.
- Develop a CE/GH regional summit every other academic year to be held in May by the Offices of Community Engagement and Global Innovations.
- Develop a dual distinction EBP field experience course in Appalachia and other underserved and under resourced areas offered by the Office of Community Outreach and Engagement.
- Increase enrollment of new graduate students into the Graduate Interdisciplinary Specialization in Global Health program by 10% per year.
- Develop leadership and professional development skills in community-engagement, outreach, and community-based research with global, regional, and local partnerships.
- Explore the establishment of a WHO collaborating center (WHOCC) in Nursing & Midwifery.
- Establish a Global Health Postdoctoral Fellowship for U.S. PhD graduates.
- Strengthen visiting scholars, research scholars, faculty and student exchange programs.
- Develop and conduct transdisciplinary research, and evidence-based practice collaborations to address emerging global health issues.

- Develop a dual distinction course or webinar on community-engaged research, CBPR approach, sponsored by the Office of Community Engagement.

Develop and strengthen community-academic partnerships to promote opportunities for bidirectional capacity building.

- Establish and strengthen partnership with the OSU Extension offices, at least one office in each of five sub regions of Ohio.
- Establish partnerships with at least five Health Departments in the same targeted areas as OSU extension offices.
- Serve as a catalyst to connect faculty, staff, students with community and global partners to develop collaborations, research, and evidenced-based practice to promote health, disease prevention, and community partnerships.

EVIDENCE-BASED PRACTICE

College Goal: Transform healthcare quality, health outcomes and academic programming through the Helene Fuld Health Trust National Institute for Evidence-based Practice.

Strategic Focus Area: The Helene Fuld Health Trust National Institute for Evidence-based Practice in Nursing & Healthcare.

Establish the Helene Fuld Health Trust National Institute for Evidence-based Practice in Nursing & Healthcare.

- Conduct the First National Summit on Improving Quality of Care and Health Outcomes through Evidence-based Practice, which will launch the National Institute in October of 2017, and then biennially.
- Establish cores within the Institute focused on academic programs, clinical programs, implementation science, innovation and policy, and consumers.
- Establish a close collaborative relationship with the CON's centers of research excellence to conduct translational research and to speed the translation of research being generated by CON researchers into real world clinical settings.
- Offer EBP immersions for at least six hospitals/healthcare systems throughout the United States per year.
- Offer at least two EBP immersions specifically for nursing faculty per year.
- Sponsor a national EBP competition focused on improving quality of care and health outcomes through EBP.
- Offer one EBP immersion per year specifically for DNP and transdisciplinary health sciences students.
- Establish a clearinghouse for best practices targeting improvements in NDNQI and hospital core performance metrics (e.g., falls, pressure ulcers).
- Strengthen transdisciplinary collaborations in EBP with other OSU colleges, the medical center, and Nationwide Children's Hospital.
- Offer small grants for EBP change projects and evidence-based quality improvement projects.

- Offer small research grants that focus on interventions to accelerate EBP in academic and healthcare settings.
- Establish an EBP Fellowship as part of the National Institute.
- Offer post-doctoral fellowship opportunities.

Strategic focus area: EBP products and services

Provide EBP products & services through the Helene Fuld National Institute for Evidence-based Practice in Nursing & Healthcare.

- Refine the online modular EBP program.
- Market the online modular program and other products/services.
- Create new products and services to meet market demands.
- Demonstrate ROI to organizations who host an EBP immersion.
- Establish “Seal of approval in EBP” for healthcare organizations.

Strategic Focus Area: Differentiation of the CON in EBP

Differentiate the CON from any other College of Nursing in EBP.

- Be the first college in the nation to establish EBP competence (knowledge, skills and attitude) throughout the faculty.
- Be the first college in the nation to effectively integrate the EBP competencies into the curriculum.
- Build EBP Competence in students from other health sciences colleges.
- Measure EBP attributes and performance outcomes of OSU CON students and faculty related to EBP.
- Develop a Graduate Interdisciplinary Specialty (GIS) certificate and an Undergraduate minor in EBP.

Strategic focus area: Collaboration in EBP

Collaborate with hospitals and healthcare systems to integrate EBP and demonstrate improved healthcare quality and outcomes.

- Develop and test evidence-based strategies/tool kit for a healthcare system to build and sustain an EBP culture and infrastructure/environment.
- Assist healthcare systems with research to demonstrate improvements in outcomes, including ROI.

Strategic focus area: Policy

Develop presence in regulatory, accreditation, and policy making venues.

- Assist healthcare systems in creating organizational policies and procedures based upon the best evidence.
- Work to influence change in state-wide, federal, and hospital policies based upon the best evidence.

CLINICAL PRACTICE

College Goal: Improve the health outcomes of diverse populations and accommodate growing enrollment in the CON’s nurse practitioner (NP) programs by increasing the number of nurse

practitioner practices or expanding into new practice areas at the current clinic sites by at least one each year.

Strategic focus area: Expansion of practice sites

Enhance student clinical opportunities by increasing practice sites by at least 5 over the next five years.

- Provide student opportunities to practice using innovative models of care, including telehealth.
- Establish clinical sites that provide transdisciplinary care.
- Integrate mental health care at all OSU CON practice sites.
- Provide clinical opportunities for students to enhance and wellness coaching skills.
- Provide clinical opportunities for students to enhance skills in health literacy.
- Obtain FQHC/FQHC-look alike status for the CON's OSU Total Health & Wellness Clinic.
- Provide telehealth services to OSU's extension campuses.

Strategic focus area: Chronic disease

Develop leaders in the management of chronic disease through providing clinical opportunities to APN students by collaborating with three healthcare teams in sites that implement innovative practice models for the management of chronic disease.

- Provide students opportunities to work as RN Care Coordinators and patient navigators.
- Apply broad strategies in the treatment of population needs from multiple perspectives in treatment of chronic disease (heart disease, cancer, addiction).

Strategic focus area: Wellness

- Develop leaders in the practice of wellness.
- Apply broad strategies in the prevention of disease and illness from multiple perspectives (prevention of obesity, improving birth outcomes through prenatal care).
- Incorporate wellness in each patient encounter regardless of site.

Strategic focus area: Policy

- Influence policy in allowing all providers to practice at top of scope by inviting all members of the Health & Humans and Medicaid Committee in the Ohio Senate and the members of the Health Committee in the Ohio House of Representatives to increase their knowledge of APN practice.
- Work with health care economist to determine cost effectiveness of care delivered through APN practice.
- Evaluate effectiveness of health coaching on overall outcome of patients who participate in health coaching.
- Disseminate outcomes of innovative practice models through publishing, presentations and policy development.
- Increase access for patient care by working with the Ohio Board of Nursing, Board of Pharmacy, Board of Medicine and the Office of Medicaid to amend rules related to the delivery of healthcare by an APN using telehealth.

Strategic Focus Area: Information Technology (IT)

Maximize IT in providing care and tracking student experiences and measuring patient outcomes.

- Use state of the art telehealth system to provide greater access to patients.

- Develop most cost effective application of telehealth to provide nurses the best tools to increase patient access.
- Develop a system for electronic tracking of student's clinical experiences that incorporates comprehensive patient encounter logs and reports, evaluations for assessments, management of student clinical scheduling, student and preceptor biographic database, clinical site database, and curriculum mapping

Strategic focus area: Faculty practice plan

Expand opportunities for Faculty Practice by developing a faculty practice plan that sustains practice over the next 5 years

- Obtain grant funding from HRSA and other organizations that will support faculty practice to develop new models for health care delivery.
- Develop preceptor teaching model for continuing education.
- Incorporate transdisciplinary providers in more practice settings.
- Utilize clinical practice opportunities to recruit faculty and staff.
- Foster additional practice sites, throughout the state, for faculty experiences.

RESOURCE STEWARDSHIP

University Goal: Become a model for an affordable public university recognized for financial stability, unsurpassed management of human and physical resources, operational efficiency and effectiveness.

College Goals:

- Empower faculty, staff, students and alumni to achieve their highest career aspirations by enhancing an institutional culture that supports dreaming, discovering and delivering, and an inclusive environment that embraces respect, diversity, positivity, civility and wellness.
- Ensure financial security for the CON and additional funding for expanded high quality space and key strategic initiatives.
- Increase student and alumni engagement in the CON's strategic initiatives.

Strategic focus area: People and workplace culture

Invest in staff, faculty and students by creating a supportive diverse work environment that maximizes human potential and promotes respect, diversity, positivity, civility, and wellness.

- Provide outstanding orientation programs for faculty, staff and students that familiarize them with the values and culture of the college and how they are enacted.
- Recruit faculty and staff from diverse and under-represented minority backgrounds (at least 20% of faculty/staff who are hired).
- Retain faculty and staff from diverse and under-represented minority backgrounds.
- Promote healthy lifestyle behaviors and the highest levels of wellness in faculty, staff and students through ongoing seminars, events, and wellness activities.
- Establish a new Workplace Culture Committee that is composed of faculty and staff charged with making recommendations and implementing strategies to support a positive, effective, innovative and engaging work environment.

- Assure adequate sourcing of key college initiatives by planning for adequate staff, faculty, training and technical resources needed to complete key CON initiatives and supporting appropriate delegation of key responsibilities to others to promote project success, individual learning and succession planning.
- Provide meaningful recognition of staff and faculty accomplishments by celebrating successes and failures to promote risk taking and innovation.
- Strengthen faculty and staff input into affairs of the college and enhance governance mechanisms by reviewing and updating the Pattern of Administration to enhance structures that support staff and faculty governance
- Identify effective accountability mechanisms that promote and sustain a positive and extraordinary culture of wellness and civility.
- Provide regular learning and social experiences for all CON employees that highlight and promote CON values.
- Provide regular leadership development and coaching to sustain a positive and extraordinary culture of wellness, employee engagement and innovation.
- Review and revise staff, faculty and administrator annual evaluations to integrate CON values as an ongoing expectation of performance.
- Review and revise recruitment practices that showcase CON values.

Strategic focus area: Advancement and Alumni Relations

Support the CON's vision and mission through philanthropy.

- Develop major gift pool outside of alumni based through collaborative work across campus.
- Strategically target grant opportunities to elevate faculty research efforts.
- Establish 3 new endowed professorships and/or chairs.
- Close one principal gift (\$5M+).

Strategically support the College of Nursing Alumni Society to strengthen engagement with and support of our alumni.

- Host annual scholarship reception and five other society events each year.
- Increase communications with current students and recent graduates.
- Maintain Scarlet Level at Ohio State University Alumni Association.

Strengthen donor pipeline through targeted engagement and thoughtful stewardship.

- Host 2-3 regional alumni events each year.
- Hold new young alumni and family events to engage through alumni life cycle.
- Develop strategies to re-engage lapsed donors.
- Leverage digital fundraising to engage new donors.
- Host College of Nursing Advancement Awareness event to strengthen internal partnerships.
- Collaborate with Wexner Medical Center on Nurse's Week solicitation.

Support access to college and student diversity through philanthropy.

- Establish five new endowed scholarships that are focused on college access and/or diversity.
- Collaborate with internal partners to further support the Summer Institute for Diversity in Nursing with philanthropy.

Strategic focus area: Space

Secure additional high quality space to accommodate growth in students, faculty, staff and key initiatives.

- Expand space on Kinnear Road for additional faculty and staff, and the new Helene Fuld National Institute for Evidence-based Practice
- Gain permission to proceed with raising funds for a 2nd building for which a feasibility study has been completed or an addition to the current building; Cost of second building is estimated at \$39M and a financial plan to fund the building has been submitted; Cost of an addition is estimated at #13M.
- Obtain funds needed to begin work on the CON's 2nd building or addition.

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