Strategic Plan
2018-2021
VISION
Compelled by the belief that all people deserve quality health care, we aspire to be trusted advocates for the advancement of societal well-being in the clinic, community and statehouse.

MISSION
Prepare nursing leaders and providers to improve the health of all people by leveraging our presence in the nation’s capital.
DIVERSITY STATEMENT

We cultivate excellence in teaching and learning, research and service through equal access to resources, opportunities and advancement for all members of our community. We foster a culture in which we acknowledge, discuss and address privilege to increase success among marginalized people. Our community commits to engaging in the dynamic process of promoting equity and social justice.

WELLNESS STATEMENT

We acknowledge the challenges health care providers face in delivering high-quality patient care across clinical and community settings. The demands of a career in nursing can take a toll emotionally, physically and spiritually, which is why we seek to cultivate resilience and self-awareness in the face of adversity.

We are committed to educating nurses on how to deal with burnout, fatigue and other factors that cause them to leave the profession. By teaching specific coping strategies and mechanisms as part of our Professional Well-Being Initiative, we aim to train a generation of nurses that can manage the stress and challenges of an ever-changing health care environment.

VALUES

We support and uphold GW’s values to strengthen and improve our community.

» Learning – We support opportunities for continual development that maximize the potential of the individual and strengthen the university.

» Communication – We strive to share information and ideas in an open, consistent and effective manner.

» Community – We strive to build a strong community in the service of our shared purpose and mission.

» Diversity – We embrace the unique contributions of all members of our community.

» Excellence – We commit ourselves to the highest standards in all endeavors.

» Respect – We treat others with courtesy and dignity.

» Service – We embrace our responsibility to exceed the expectations of others who depend on our actions.

» Sustainability – We value and engage in sustainable practices that enhance current and future resources for our campus, our community and our world.

» Teamwork – We encourage collaboration to meet common goals and produce a sense of shared responsibility.
Our strategic plan took effect on January 1, 2018, and concludes at the end of fiscal year (FY) 2021 on June 30, 2021. We have identified these seven goals with corresponding objectives and strategies as the concrete outcomes necessary to fulfill our vision and mission.

1. **Curriculum and Technology**
   Leverage technology and best practices in education to build a student-centered culture of excellence and continual growth.

2. **Health Policy**
   Advance policy and public health locally, nationally and internationally through education, research, media engagement and public forums.

3. **Research and Scholarship**
   Refine the school’s scope of research and scholarship that contributes to the state of the science.

4. **Culture Transformation**
   Establish and sustain a culture in which students, faculty and staff are open and respectful to create an environment for growth.

5. **Infrastructure, Governance and Fiscal Responsibility**
   Develop and implement standardized and transparent policies and processes to create a culture of accountability.

6. **Diversity**
   Cultivate a representative and inclusive community through recruitment, programs and outreach.

7. **Collaboration and Partnerships**
   Foster, maintain and invest in national and international partnerships and collaborative relationships.
Objective 1: Improve learners’ experience throughout their educational journey by June 2019.

Strategies
» Refine admissions process to improve efficiency and student experience by June 2018.
» Streamline communication of track-specific programmatic and clinical information by June 2018.
» Create a plan to pair students with advisers by June 2018.
» Develop and implement student success programming by June 2018.
» Provide annual professional development to faculty advisers to support best practices in academic advising by June 2018.
» Add support staff to expand professional advising services July 2019.

Objective 2: Offer quality programs that meet standards of best practice and stakeholder expectations by December 2020.

Strategies
» Conduct a gap analysis of programs to ensure alignment with the university and identify needs by December 2018.
» Develop and implement a sustainable plan for annual program evaluation and course assessment that aligns with institutional and accreditation requirements by June 2019.
» Determine market viability and sustainability of existing programs by June 2019.
» Explore opportunities to meet nursing workforce shortages domestically and globally by June 2019.
» Leverage faculty expertise and simulation best practices to better augment curriculum for each program by December 2020.

Objective 3: Develop and foster faculty excellence in pedagogy and curriculum design by June 2020.

Strategies
» Centralize school’s academic technology assets by June 2018.
» Conduct a gap analysis and plan to support faculty innovation and teaching excellence by July 2019.
» Provide professional development opportunities related to course design, teaching and delivery of academic content aligned with recognized teaching and instructional design standards by July 2019.
» Develop a plan that recognizes and incentivizes faculty commitment to teaching excellence by July 2019.
» Develop and implement a plan to encourage cross-disciplinary teaching and learning by June 2020.

Curriculum and Technology
Leverage technology and best practices in education to build a student-centered culture of excellence and continual growth.
Health Policy
Advance policy and public health locally, nationally and internationally through education, research, media engagement and public forums.

Objective 1: Create a learning community of nurses and other subject matter experts invested in health policy and media engagement through education by December 2019.

Strategies
» Collaborate with the alumni association, Sigma Theta Tau and other external stakeholder groups to foster lifelong learning in the areas of policy, media and advocacy with initial engagement by August 2018.
» Develop a program for visiting policy scholars who are outstanding nationally and internationally by January 2019.
» Establish academic program options that support and advance health policy education by August 2019.
» Map and integrate undergraduate, graduate and doctoral courses to identify opportunities for inclusion of health policy competencies by December 2019.

Objective 2: Develop a health services and policy research approach to improve public health by January 2020.

Strategies
» Begin a mentoring program for faculty and students who have an interest in health services and policy research by January 2019.
» Expand the school’s footprint in health policy research through increased funding by January 2019.
» Recruit doctoral students who have an interest in health policy research starting in January 2019.
» Increase output of health policy scholarship by 20 percent by January 2020.
» Generate and disseminate research and scholarship among students, faculty and alumni that advance changes in policy regarding social determinants of health, health care workforce and systems by January 2020.

Objective 3: Provide faculty and students with opportunities to develop media engagement skills that increase their capacity to act as advocates for different populations by December 2019.

Strategies
» Collaborate with faculty and GW advocacy programs to develop media engagement as an essential element of a policy voice by January 2019.
» Work with alumni, Sigma Theta Tau and external organizations to offer opportunities in media engagement training by January 2019.
» Educate and mentor faculty, students and alumni on how to seek board positions and/or political appointments with policymaking bodies by August 2019.
» Map all undergraduate, graduate and doctoral courses to identify opportunities for development of media competencies by December 2019.

Objective 4: Increase the school’s reach in global health policy and advocacy by June 2021.

Strategies
» Become chartered as a university center in global health by August 2020.
» Map and integrate undergraduate, graduate and doctoral courses to identify opportunities for inclusion of global health-related competencies by August 2020.
» Facilitate and increase faculty expertise in global health policy by June 2021.
Objective 1: Formalize research and scholarship support services and resources by July 2020.

Strategies
- Expand pilot studies that lead to external funding by January 2019.
- Establish funding for presentation and promotion of research results and finding by July 2019.
- Provide physical and virtual resources that support research development and communicate funding opportunities by July 2019.
- Add research support personnel by July 2020.

Objective 2: Increase the amount of external funding aligned with school’s research priorities by 10 percent each year starting in FY 2019.

Strategies
- Offer professional development workshops twice yearly to increase research knowledge and skills beginning January 2018.
- Increase external grant funding by 10 percent each year starting July 2018.
- Increase interprofessional grant funding by 5 percent each year starting July 2018.
- Support five faculty members with proposal submissions for first-time external funding as a principal investigator starting July 2018.
- Assist recipients of pilot funding to submit for external grants within two years of study completion by March 2019.

Objective 3: Increase school’s research profile starting July 2020.

Strategies
- Support faculty in tenure and tenure-track positions in generating one to three peer-reviewed publications per year by April 2018.
- Support non-tenure-track faculty in creating one to three grants, subcontracts and other scholarly products per year by April 2018.
- Expand research-related communication content and reach to include practice partners, the GW community and external audiences starting in August 2018.
- Assist faculty in tenure and tenure-track positions with presenting at one national or international event per year by December 2018.
- Increase the number of faculty who serve on external research review panels and that review journals by January 2019.
- Expand research and scholarship from undergraduate, graduate and doctoral programs beginning August 2019.
- Increase the number of faculty who serve on editorial boards of professional journals by January 2020.
- Recruit three senior researchers with established, funded programs that align with the school’s research focus areas by July 2020.

Research and Scholarship
Refine the school’s scope of research and scholarship that contributes to the state of the science.
Objective 1: Integrate action plan with social committee objectives to create a positive and healthy work and learning environment by July 2019.

Strategies
» Establish schoolwide, reoccurring social activities for faculty and staff by June 2018.
» Establish a platform to publicly recognize individuals’ personal accomplishments, achievements and milestones by September 2018.
» Create a strengths-based personal development program grounded in well-being and appreciative inquiry, which may include mentorship, cross-training options, networking events and training by July 2019.

Objective 2: Cultivate a culture of civility and respect through facilitating effective internal and external communication efforts by December 2018.

Strategies
» Construct a schoolwide communication assessment that outlines processes, recommendations and expectations for all individuals within the school by June 2018.
» Convene a faculty and staff workgroup to evaluate and provide recommendations for communications to undergraduate, graduate and doctoral students by August 2018
» Provide professional development on methods of appreciative inquiry by December 2018.

Objective 3: Develop a standardized onboarding and orientation plan for new hires by May 2018.

Strategies
» Develop an orientation plan and checklist by July 2018.
» Create a pairing system for onboarding buddies or mentors by July 2018.
» Create standardized orientation for all new hires by May 2018.
» Ensure all faculty and staff have completed a StrengthsFinder assessment at orientation by May 2018.

Objective 4: Codify that students are the school’s top priority with a students-first program by December 2018.

Strategies
» Establish schoolwide, reoccurring social activities for students by April 2018.
» Establish in-person and online student interest groups by April 2018.
» Conduct annual survey to assess student needs by May 2018.
» Conduct a gap analysis of student-centered programs by August 2018.
» Develop a student-first communications plan by August 2018.
» Integrate clinical professional well-being initiative into undergraduate, graduate and doctoral student experience by August 2018.
» Partner with university to offer additional services to students located at the Virginia Science and Technology Campus by December 2018.
Objective 1: Assess, develop and distribute inclusive, standardized and transparent policies, processes and practices by December 2019.

Strategies
» Create a policy task force by May 2018
» Conduct a gap analysis of current policies, practices and processes to assess by March 2019.
» Establish policy task force operating procedures by August 2019.
» Provide recommendations on new policies and processes for all students, faculty and staff by December 2019.

Objective 2: Clarify administrative roles and responsibilities within current infrastructure by August 2018.

Strategies
» Review and confirm current roles and responsibilities by April 2018.
» Create resources that identify the responsibilities of each function and role within the school by May 2018.
» Create, maintain and distribute a central repository of roles and responsibilities by August 2018.

Objective 3: Increase and align resources to support the school’s mission by June 2021.

Strategies
» Build and align an annual five-year financial model with the strategic plan by June 2018.
» Implement best practices to improve financial stewardship by June 2018.
» Diversify revenue sources by increasing development activity, strategic partnerships and other funding mechanisms by 10 percent for student scholarships and other investments and infrastructure by June 2021.

Infrastructure, Governance and Fiscal Responsibility
Develop and implement standardized and transparent policies and processes to create a culture of accountability.
Diversity
Cultivate a representative and inclusive community through recruitment, programs and outreach.

Objective 1: Increase investment in and commitment to the diversity of the student body, faculty and staff by December 2020.

Strategies
» Leverage faculty and staff to increase awareness of our commitment to diversity, equity and inclusion at student recruitment events by December 2018.
» Assess current initiatives to identify opportunities for recruitment by December 2018.
» Create a holistic program that addresses financial and mentorship opportunities to support recruitment and retention by January 2020.
» Increase endowments and grants to financially support and retain students from underrepresented populations by December 2020.

Objective 2: Integrate values of diversity and inclusion into core processes by July 2018.

Strategies
» Include representation from the Diversity, Equity and Inclusion Advisory Committee on staff searches and assistant dean for Diversity, Equity and Inclusion on faculty searches beginning January 2018.
» Increase research and publication collaboration between faculty and staff with two to three collaboration initiatives beginning in July 2018.
» Add diversity component to staff and faculty annual performance reviews by October 2018.
» Revisit school’s values to ensure school’s alignment with commitment to diversity by December 2018.
» Increase access to interest groups for distant faculty and students by December 2018.

Objective 3: Ensure diversity, equity and inclusion are evident in education, research, scholarship, practice and service activities by December 2020.

Strategies
» Create an annual event focused on diversity, inclusion and equity for internal stakeholders by January 2018.
» Revise all course syllabi to include teaching strategies and pedagogies that are inclusive of diverse populations by August 2018.
» Establish annual research award honoring those who advance diversity scholarship by May 2018.
» Use faculty relationships to expand service and facilitate other learning opportunities that engage diverse populations in underserved and underrepresented communities by December 2018.
» Apply for diversity federal grants and funding by December 2018.
Collaboration and Partnerships

Foster, maintain and invest in national and international partnerships and collaborative relationships.

Objective 1: Optimize educational opportunities by nurturing collaborations by August 2019.

Strategies

» Identify, catalog and map relationships aligned with current and future academic endeavors by June 2018.
» Assess the viability, duration and nature of each relationship by October 2018.
» Develop protocols that outline processes for engagement, recognition and stewardship of current and future partners by October 2018.
» Identify new partnerships and collaborations that address existing gaps or provide new opportunities by December 2018.
» Develop and expand strategic relationships with specific health care corporations and organizations to facilitate student clinical placement by August 2019.

Objective 2: Advance research with high potential for external collaboration and investment by January 2019.

Strategies

» Identify and prioritize relationships that align with specific bodies of research within the school that can aid in the development of academic, clinical, interprofessional or special interest teams by June 2018.
» Create an engagement plan that includes best practices to foster relationships through personal interactions, material development and other means of communication by January 2019.

Objective 3: Establish partnerships with organizations that provide holistic care to communities across the globe by January 2020.

Strategies

» Identify, catalog and map relationships aligned with current global and faculty practice endeavors by June 2018.
» Assess the viability, duration and nature of each relationship by October 2018.
» Advance strategic relationships with international organizations in global areas of priority to improve health equity by July 2019.
» Establish select external partnerships increase the number of faculty who practice within local communities by January 2020.

Objective 4: Leverage partnerships to expand presence in policy areas by January 2021.

Strategies

» Identify, catalog and map relationships that affect health policy endeavors by June 2018.
» Invest in the development of advanced relationships with national thought leaders and decision-makers by December 2019.
» Develop strategic relationships in niche areas to establish the school as a preeminent leader in health care policy by January 2021.