



AUGUSTA UNIVERSITY

College of Nursing Strategic Plan



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Introduction

Dear College of Nursing Community members and friends:

This letter lays out the three areas of our new “Raising the Bar” strategic plan.

History of Our Strategic Plans

The College of Nursing at Augusta University is a vibrant, committed, and caring learning community of faculty, staff associates, students, alumni, and supporters dedicated to quality health care for residents of Georgia and beyond. Our contribution to quality healthcare is nursing education, research, faculty practice, and service to our communities, institution and system, and professions. By nature, nurse educators welcome and create interprofessional initiatives in all missions. Our mission and vision were developed from traditional values within the context of new and changing times.

The three-year strategic planning process served us well for four cycles, and in this document we present the fifth with my leadership as dean. We called the first three-year (2004-2007) plan Jump Start, during which time we began to rebuild after massive shifting of faculty and launching of exciting new programs.

The second (2007-1010) was focused on **Stabilization** of high-demand trend-setting educational programs, new structures, and continuing innovations to jumpstart research. The third was **Transformation** (2010-2013) with radical change in institutional name, leadership, and structure. The fourth (2013-2016) was consumed with **Consolidation** when the College of Nursing (CON), the only college which consolidated faculties, student bodies, staff, alumni, and friends, created a new and unified Bachelor of Science in Nursing (BSN) curriculum, and admitted and graduated its first class. In this cycle, we experienced two institutional name changes. Regardless of the cycle or the name or the challenges, we have remained true to our themes of excellence, innovation, and planned growth: Tomorrow’s Nurses Today.

What Drives Today’s Strategic Plan

The new three-year plan is the result of six months of scanning, listening, envisioning, planning, revising, and finalizing. I have labeled it **Raising the Bar** in part because health care is exponentially more complex, knowledge continues to explode, and nurses have important new opportunities in delivery of evidence-based care and testing new knowledge, skills, and roles. The future presents with unprecedented demands of aging baby boomers; expectation for optimizing interprofessional teams; technologies such as telehealth to address healthcare voids and inefficiencies, and to coordinate complex care; and an almost unfathomable array of changes in financing and delivery systems. Most estimates are that demand for the flexible nursing professional will grow and shift according to region and level of education.

In response to these external forces, the CON has been inspired by the Institute of Medicine (2010) study of the future of nursing and guided by its recommendations. Therefore, academic nursing at Augusta University is continually raising educational, research, and practice standards, which help to meet the national aim of improving healthcare access, quality, and cost effectiveness.

Internally, in addition to our many strengths, we heard CON employees’ call for

More infrastructure to support their work

More visible awards and recognitions

Less stress at work

More active support for work-life balance

We heard students call for



Increased equity across campuses

More inclusion for specific groups

Raising the Bar in Three Areas: Infrastructure, Epigenetics, and Flexibility

Raising the Bar will direct our investment in **infrastructure**, such as a new Assistant Dean for Administration to lead infrastructure and process improvements and a **Center for Strategic Initiatives (CSI)** to foster and **support faculty practice, entrepreneurship, and competency development**. Each administrator is responsible for a three-year sub-plan, including quality enhancement of services, to guide academics, research, departments, financial and business operations, communications, distant campuses, and recognitions. For example, on the drawing board is a new instructional services unit. The sub-plan for our Diversity and Inclusion initiative, including the Advisory Committee (DIAC) activities, has new faculty leadership and increased human development through CSI and the Office of Student Services.

We are excited to envision and invest in **epigenetics research** as a major area of development for CON faculty, students, staff associates, visiting scholars, and campus learners and partners. Over the next three years we will build structure and workforce for epigenetics research, leading to NIH/NINR-funded studies and a center grant. Understanding epigenetics for specific health problems naturally will require community-based participatory behavior change research, environmental improvements, and new evidence-based medical and pharmacological therapeutics. In concert with the epigenetics initiatives, we will enhance our research and service in the community. Our community-based Signature Initiatives provide a rich source of participants, learning experiences, and research opportunities.

As to **flexibility**, we will be first in line to meet changes in what Georgia demands of nurses and nursing excellence. The CON is aligned with Augusta University in mission, vision, values, and strategic plan. Our pre-nursing and BSN upper-division students are important to the growth of the undergraduate student body, which is essential to all other University missions and timelines. We will continue to strategize to plan enrollments, balancing the faculty capacities with campus need for students and community needs for new graduates. We also collaborate with the Augusta University Medical Center to provide new graduates at all levels and to participate in strategic initiatives, especially the Magnet Journey. When called, College of Nursing employees participate in task forces and discussions about processes and structures necessary for academic and service success. The Augusta University Clinical Practice Mission Plan is in progress, and the CON will realign **Raising the Bar** as necessary.

This document was prepared to guide the CON Community into the future. We hope our stakeholders will review the documents and share reactions and views. Thank you for your interest.

Ever onward,

A handwritten signature in cursive script that reads 'Lucy N. Marion'.

Lucy N. Marion, PhD, RN, FAAN, FAANP

Dean and Professor, Kellett Chair of Nursing

College of Nursing

Our Strategic Planning Process

History/Background

Reference Timeline.

Planning Process & Timeframe

In order to foster a collaborative and inclusive approach to the strategic planning process, the College of Nursing (CON) developed a timeline (below) that would encompass all stakeholders in the Community. At the conclusion of every small and large employee and student planning meeting, whatever the purpose, the Administrative Team listened to critique and suggestions from the audience and began the task of synthesizing a substantial amount of information for input into a cohesive plan. The progress of this planning process as shown below spanned well over 6 months of actively working to construct the Three-year strategic plan and one year tactical plan that was meaningful to all and exhibited the level of excellence as to which the College of Nursing wanted to convey. Many other small group meetings were administered that are not reflected here.

Planning Timeline to encompass all stakeholders:

Collaborators	Date	Topic (scanning, listening, envisioning, planning, revising, and finalizing)
Leadership Team	10/28/15 2 hour	Scanning
Planning Team: Strategic Planning (SP) Kick-Off Retreat	02/17/16 All day	Scanning, listening, envisioning
Student Officers	03/04/16 1 hour	Listening
All employee SP Forum	03/11/16 2 hour	Listening, envisioning
GRNA Members: GRNA SP Meeting	03/25/16 3 hour	Envisioning
Leadership Team: Infrastructure	03/28/16 2 hour	Listening, envisioning
Communication and Marketing Key Stakeholders: SP	04/05/16 1 hour	Envisioning, planning
Diversity and Inclusion Advisory Committee	04/05/16 1 hour	Envisioning, planning
Staff Council SP Session	04/12/16 2 hour	Envisioning
Administrative Team	05/16/16 All day	Envisioning, planning
Administrative Team	06/09/16 All day	Planning, revising
Dean 1:1 Consultation	06/10/16 ½ day	Revising, finalizing
All employee review	06/13/16 review	Finalizing

Planning Team Members

Staff Council, Faculty Senate, and Leadership Team, led by the Administrative team representing College of Nursing units.

Led by the Administrative Team representing College of Nursing Units:

Dr. Lucy Marion, Dean

Dr. Lori Anderson, Associate Dean of Academic and Student Affairs

Dr. Pam Cook, Assistant Dean of Student Affairs

Dr. Pamela Shiao, Associate Dean for College of Nursing Research

Dr. Julie Zadinsky, Assistant Dean for College of Nursing Research

Dr. Beth NeSmith, Department Chair for Physiological and Technological Nursing

Dr. Jean Pawl, Department Chair for Biobehavioral Nursing

Dr. Mary Jo Goolsby, Assistant Dean for Center of Strategic Initiatives

Dr. Julie Behr, Assistant Dean for College of Nursing in Athens

Dr. Stephen Gilliam, Faculty Senate Chair

Jackie Hogue, College of Nursing Business Administrator

Tammy Murrell, Financial and Business Operations Analyst

Sarah Thomas, Staff Council Chair

Kori Howell, Dean's Office Coordinator

Assumptions

The College of Nursing at Augusta University is the flagship nursing program of the University System of Georgia and the only program in Georgia as part of a public academic health center. We strive to provide leadership through excellent and innovative nursing education, research, practice, and service in diverse environments and to promote health, healing, and well-being of individuals, families, and communities in any healthcare setting. We partner with our sister nursing programs to provide their faculty members with doctoral education, their students with seamless progression to the next degree, and share our materials and expertise when useful. Our vision is to be a top-tier college of nursing recognized for excellence, innovation, and transformation of health care through discovery and evidence-based education and practice. Our values are the same as the University with a few additional concepts such as Collegiality reflected in commitment to community; Compassion reflected in advocacy; Excellence reflected in scholarship; and Integrity reflected in trust.

Our major assumption is that we will be aligned with Augusta University, its units and partners, to include beliefs, practices, and strategic plan. We expect to continue the slogan "Tomorrow's Nurses Today" because it embodies the College long-term expectations of our graduates. We assume that we will continue to reach out to our communities for service learning and service contributions. Because we have finite funds, space, and faculty, we accept that we will generate income from education, research, and practice opportunities. We also assume that we will sustain growth in our student enrollments over the three year strategic plan.

Following are assumptions used during the strategic planning process:
We agree with assumptions listed in the Augusta University Research Mission plan.

Mission, Vision, & Values

Augusta University Mission

Our mission is to provide leadership and excellence in teaching, discovery, clinical care, and service as a student-centered comprehensive research university and academic health center with a wide range of programs from learning assistance through postdoctoral studies.

College of Nursing Mission

The College of Nursing is to provide leadership through excellent and innovative nursing education, research, practice, and service in diverse environments and to promote health, healing, and well-being of individuals, families, and communities in any healthcare setting.

Augusta University Vision

Our vision is to be a top-tier university that is a destination of choice for education, health care, discovery, creativity, and innovation.

College of Nursing Vision

The College of Nursing's vision is to be a top-tier college of nursing recognized for excellence, innovation, and transformation of health care through discovery and evidence-based education and practice.

Augusta University Values

Collegiality – reflected in collaboration, partnership, sense of community, and teamwork.

Compassion – reflected in caring, empathy, and social responsibility.

Excellence – reflected in distinction, effectiveness, efficiency, enthusiasm, passion, and quality.

Inclusivity – reflected in diversity, equality, fairness, impartiality, and respect.

Integrity – reflected in accountability, ethical behavior, honesty, and reliability.

Leadership – reflected in courage, honor, professionalism, transparency, and vision.

College of Nursing Values

The College of Nursing supports the Augusta University Values.

Collegiality: Reflected in collaboration, partnership, **commitment** to community, and teamwork.

Compassion: Reflected in caring, **advocacy**, empathy, service, and social responsibility.

Excellence: Reflected in distinction, effectiveness, efficiency, enthusiasm, passion, quality, and **scholarship**.

Inclusivity: Reflected in diversity, equality, fairness, impartiality, and respect.

Integrity: Reflected in accountability, ethical behavior, **trust**, honesty, and reliability.

Leadership: Reflected in courage, honor, professionalism, transparency, and vision.

Augusta University Strategic Priorities & Organizational Goals

Strategic Priority 1 CONSOLIDATION

BE A NATIONAL MODEL for the successful consolidation of two higher-education institutions into one fully integrated and aligned research university.

- SP1. Organizational Goal 1 Deliver excellent education and training throughout our expanding footprint.
- SP1. Organizational Goal 2 Cultivate a collaborative, enriching work environment that generates open, honest, and constructive communication.
- SP1. Organizational Goal 3 Ensure that facilities and infrastructure fulfill the needs of our academic, athletic, clinical, military outreach and research programs.
- SP1. Organizational Goal 4 Promote access to higher education, in the context of a research university, and respond to the needs of our communities.
- SP1. Organizational Goal 5 Attain national and international recognition as an integrated and innovative university and academic health system.

Strategic Priority 2 EDUCATION

BE A COMPREHENSIVE RESEARCH UNIVERSITY that leverages its history of excellence in health science and medical education with a strong foundation in liberal arts education and professional degrees.

- SP2. Organizational Goal 1 Deliver excellent education and training throughout our expanding footprint.
- SP2. Organizational Goal 2 Create, enhance, and sustain programs that prepare graduates for success in a rapidly changing global workplace and society.
- SP2. Organizational Goal 3 Provide an environment that promotes innovative education.
- SP2. Organizational Goal 4 Increase student retention, progression, and graduation.
- SP2. Organizational Goal 5 Develop an undergraduate curriculum with a distinctive profile that embraces the principles of liberal arts education as fundamental to all disciplines and that recognizes the value of a culture of intellectual inquiry, creativity, and undergraduate research.

Strategic Priority 3 RESEARCH

BE A NATIONALLY & INTERNATIONALLY RECOGNIZED LEADER in research, discovery, and scholarship.

- SP3. Organizational Goal 1 Support a culture of collaboration and interdisciplinary research, discovery, and scholarship.
- SP3. Organizational Goal 2 Foster novel research and creative activities that lead to discoveries with significant academic, therapeutic and economic impact.
- SP3. Organizational Goal 3 Lead in training, attracting, and retaining highly qualified researchers and scholars from diverse backgrounds
- SP3. Organizational Goal 4 Promote a culture of undergraduate and graduate student research.
- SP3. Organizational Goal 5 Practice distinction in biomedical research and health science education.

Strategic Priority 4 SERVICE

PROVIDE SERVICE to the local, state, national, and global communities.

- SP4. Organizational Goal 1 Partner with our constituent communities and regional health care assets to leverage coordinated Interprofessional care and empirically-based expertise
- SP4. Organizational Goal 2 Provide scholarly service and leadership in local, state, national, and international venues.
- SP4. Organizational Goal 3 Engage in service that demonstrates a sustained commitment to diversity and inclusion.
- SP4. Organizational Goal 4 Demonstrate excellence in patient care by developing high-quality, culturally appropriate, cost-effective patient- and family-centered health care.

Strategic Priority 5 EFFICIENCY

OPTIMIZE OUR POTENTIAL as a whole through greater efficiency, effectiveness and productivity supporting strategic growth and development.

- SP5. Organizational Goal 1 Optimize leadership, faculty, and staff recruitment, retention, productivity, and engagement.
- SP5. Organizational Goal 2 Develop innovative employee-sensitive policies, practices, and programs that establish Augusta University as an employer of choice
- SP5. Organizational Goal 3 Enhance the effectiveness and efficiency of the enterprise's administrative, academic, student services, and clinical infrastructure, systems, and processes to maximize the stewardship of all resources.
- SP5. Organizational Goal 4 Efficiently use existing resources and identify new resources to meet our current and future needs.
- SP5. Organizational Goal 5 Advance a coordinated philanthropic strategy to increase and enhance fundraising activities supporting all aspects of the enterprise.

Strategic Priority 6 DIVERSITY

Provide sustained commitment to DIVERSITY AND INCLUSION across all missions.

- SP6. Organizational Goal 1 Develop practices and policies of inclusivity that are implemented and embraced across the enterprise.
- SP6. Organizational Goal 2 Facilitate ongoing cultural competency development.
- SP6. Organizational Goal 3 Enhance efforts to reduce population disparities.

College of Nursing Strategic Focus Areas & Goals

Strategic Focus Area 1: Efficiency and Effectiveness

Increase efficiency and effectiveness in meeting College missions and implementing strategic plan.

Goal 1.1

Realign infrastructure and partnerships to meet goals of 3 year strategic plan.

Goal 1.2

Increase leadership/professional competencies of CON employees.

Goal 1.3

Enhance CON internal and external communications.

Goal 1.4

Advance CON marketing to achieve recruitment and entrepreneurial objectives.

Strategic Focus Area 2: Research

Intensify faculty and student research scholarship.

Goal 2.1

Increase research scholarship among CON faculty.

Goal 2.2

Foster research publication submissions among CON students.

Goal 2.3

Establish a cadre of productive researchers in the CON.

Goal 2.4

Increase funded research among CON faculty.

Goal 2.5

Provide quality support for CON employees pursuing all forms of scholarship.

Strategic Focus Area 3: Education

Optimize portfolio of high-quality, future-oriented academic programs.

Goal 3.1

Achieve CON standards for NCLEX pass rates for pre-licensure graduates.

Goal 3.2

Increase total CON academic program enrollment to 1000 students.

Goal 3.3

Increase total CON doctoral program (DNP and PhD) enrollment to 200 students.

Goal 3.4

Maximize academic program blueprint to prepare students for societal demands in the nursing profession.

Goal 3.5

Maximize quality of academic programs and instruction.

Strategic Focus Area 4: Practice/Clinical

Expand delivery of a diversified portfolio of innovative nursing models through faculty practice.

Goal 4.1

Identify and expand faculty practice opportunities.

Goal 4.2

Demonstrate the scholarship of faculty practice engagement and its impact on health disparities.

Goal 4.3

Increase revenue to support CON initiatives.

Goal 4.4

Ensure regular review of practice plan to validate support of overall CON strategic plan.

Goal 4.5

Provide quality support for CON faculty in practice and pursuing practice contracts.

Strategic Focus Area 5: Culture

Promote a positive academic culture. (Diversity and inclusion, wellness, engagement, and achievement)

Goal 5.1

Advance commitment to diversity and inclusion throughout CON.

Goal 5.2

Develop CON Wellness initiative that fosters engagement among all employees.

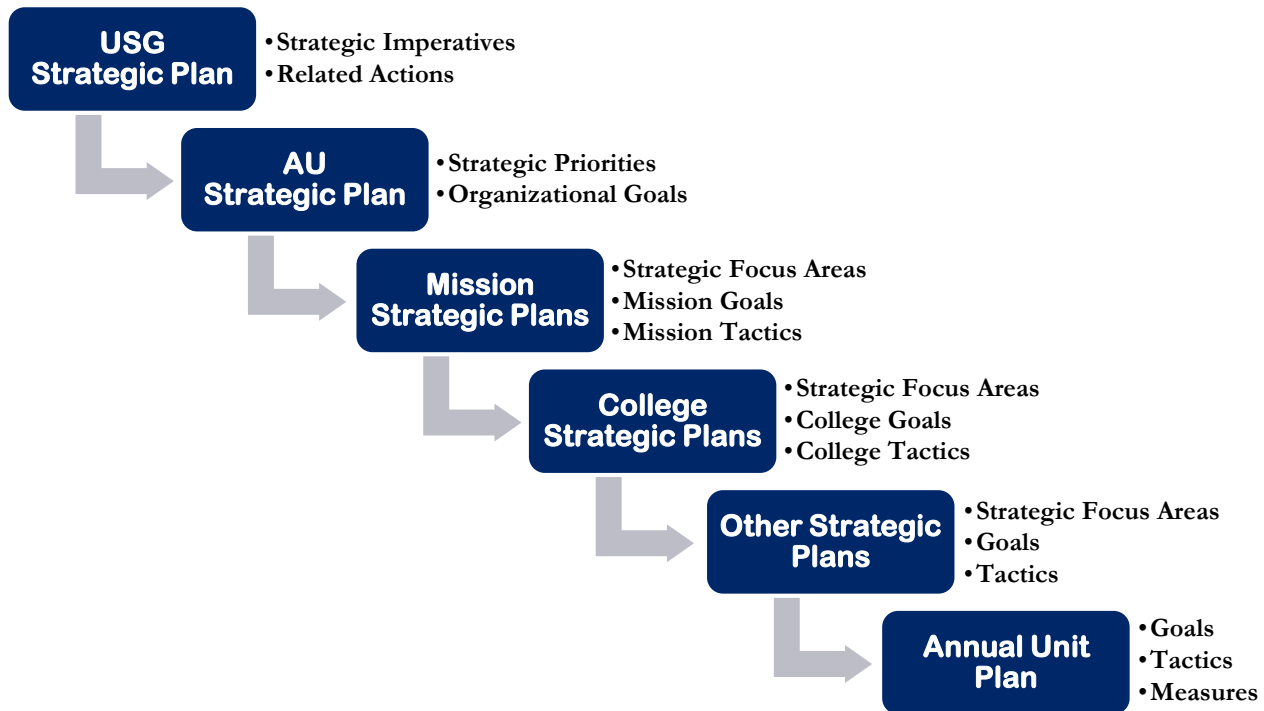
Goal 5.3

Promote employee engagement.

Goal 5.4

Enhance achievement of CON employees.

Appendix A: Strategic Planning Components and Taxonomy



<i>USG Strategic Plan</i>	The University System of Georgia strategic plan is the highest level plan at the USG and provides direction from the Georgia Board of Regents on the priorities for 2013 – 2018.
<i>USG Strategic Imperative</i>	An identified focus area within the framework of the 2013 – 2018 University System of Georgia strategic plan that is critical to the success of creating a more educated Georgia.



Augusta University Strategic Plan	The Augusta University Strategic Plan, <i>Transition Forward</i> , supports the USG Strategic Plan and designed to meet the mission, vision, and values of Augusta University. The Augusta University strategic plan is accomplished through the mission-based strategic plans, college strategic plans, other unit strategic plans, and annual unit plans.
Augusta University Strategic Priority	An aspirational and visionary statement that encapsulates a clear priority to enable Augusta University to meet its mission and achieve its vision. Supported by the Augusta University organizational goals.
Augusta University Organizational Goal	A clear statement that describes the means by which the Augusta University strategic priorities will be met.

Mission Strategic Plan Education Research Clinical	The mission strategic plans support the Augusta University Strategic Plan and focus on the on the three Augusta University missions. These plans include mission strategic focus areas and mission goals.
Mission Strategic Focus Area	An identified focus area within the relevant mission with a description.
Mission Goal	A clear statement of purpose within the relevant mission’s strategic focus area.
Mission Tactic	Specific intentions and opportunities to support the mission goal.

College Strategic Plan	A college-focused plan that supports the Augusta University Strategic Plan and focuses on the relevant Augusta University mission(s). Includes college/ strategic focus areas and goals. All nine Augusta University colleges develop strategic plans.
College Strategic Focus Area	An identified strategic focus area for the college with a description.
College Goal	A clear statement of purpose for the college within the strategic focus area.
College Tactic	Specific intentions and opportunities within the college goal.

Other Strategic Plans <i>Includes Academic, Research, and Clinical Support Services</i>	A strategic plan that supports the Augusta University Strategic Plan, the relevant mission strategic plans, and the college plans. Includes strategic focus areas and goals. Examples include Enrollment & Student Affairs and the Libraries
Strategic Focus Area	An identified strategic focus area for the division or unit with a description.
Goal	A clear statement of purpose for the division or unit within the strategic focus area.
Tactic	Specific intentions and opportunities within the division or unit goal.



<i>Annual Unit Plans</i>	Individual units at Augusta University develop annual unit plans with multi-year goals and annual tactics and measures to support all of the Augusta University strategic planning efforts.
<i>Goal</i>	A clear statement of intention around a specific area that could span multiple years. These goals directly support the college, division, and mission-focused plans.
<i>Tactic</i>	Specific annual activities or tasks to accomplish a goal – describes how the goal will be met.
<i>Measure – Expected Results</i>	A statement of expected results for a specific tactic – describes what results are expected and how to measure the achievement of the tactic.



Appendix B: SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Flagship nursing program for the USG • Committed faculty, staff associates, and administrators • State-of-the-art simulation lab • Established Diversity and Inclusion Advisory Committee (DIAC) to promote a diverse and inclusive environment • Center for Strategic Initiatives (CSI) for faculty practice and other entrepreneurial initiatives • Center for Research (CNR) to facilitate research and other scholarship • Commencement of Epigenetics and Healthy Living Program <ul style="list-style-type: none"> - Dynamic research leadership, with multidisciplinary team of established researchers, biomedical engineer, and visiting scholars - Accessed largest NIH funded genomic databases (dbGaP and TCGA for bioinformatics analysis) • Recognition in USNWR national rankings: <ul style="list-style-type: none"> - Clinical Nurse Leader program, 10th established masters-entry program, ranked #8 - Nursing Anesthesia Program, only USG program in Georgia, Graduate (overall), and Doctor of Nursing Practice ranked Top 100 - Online Graduate Nursing Programs ranked #31 • Six CON-established CSRA community partnerships, e.g., Costa-Layman Health Fair, Healthy Grandparents Program • College of Nursing Quality Journey to increase quality of all programs • High retention and graduation rates in all programs • Annual increase in applications and enrollments • Planned open dialogue among students, faculty, staff associates • New gathering spaces in Augusta and upgrades in Athens • Increase work-life balance with CON wellness plan to be initiated • Faculty's ability to earn high degrees while working (TAPS, STEPS) 	<ul style="list-style-type: none"> • Intensive faculty development and onboarding requirements for role and instructional competency acquisition • Faculty shortage overall and in selected areas of expertise <ul style="list-style-type: none"> - Increased need for variable part time - Factors: Preference for clinical practice, complex workload, salary considerations • Need for innovation and intensity for community-based learning • Lack of depth in higher education business <ul style="list-style-type: none"> - Analytics - Management at all levels - Marketing vision, expertise, and services • Inadequate infrastructure and support for clinical placement, instruction, and communications • Limited faculty practice opportunities in some areas • Lowered brand awareness, ranking, recognition beyond our region with name changes • Technology not fully implemented across courses • Loss of desirable (diverse and meritorious) students due to significant scholarships awarded by competitors • Lack of research space hindering recruitment and conduct of research
Opportunities	Threats
<ul style="list-style-type: none"> • Demand and acceptability of APRN-managed services, such as <ul style="list-style-type: none"> - alternative/ integrative care - telehealth - rural health - faculty practice/scholarship - student clinical service learning • AUMC and community health system nursing partnerships and broad preceptor network for students • Strong external partnerships with contracts and possible expansion • Potential for joint and dual offerings between and among AU and USG colleges • Increased potential for philanthropy with new Advancement Committee support for <ul style="list-style-type: none"> - Scholarships - Funding for student spaces and supplies - Specialty Professorships - Educational Programs • Growing APRN and employer interest in subspecialty certificates, fellowships, residencies • International interest in <ul style="list-style-type: none"> - Partners for educational programming - Faculty and student exchange and recruitment • Nursing workforce demand projected to grow in Georgia with population changes • Increase work-life balance with CON wellness plan to be initiated • Interest in CON actions and activities by key external stakeholders 	<ul style="list-style-type: none"> • Faculty and staff associate turnover • Potential for general economic decline and loss of funding • Declining quantity and quality of students' clinical experience • Unplanned increases in costs, e.g. preceptor and clinical agency charges, credentialing of faculty and students, travel • Increasing competition for students from other online/satellite institutions serving Augusta and the state • Changing student expectations • Generational gaps between faculty, students and staff. • Competition in all missions • Regulatory barriers to hiring essential part-time faculty • Rapidly increasing NCLEX rigor in short time • Lose clinical partners to competitors

Appendix C: Any additional documentation pertinent to the plan

Other sub-strategic plans to be submitted by August 1, 2016.