

**Eleanor Wade Custer School of Nursing
Shenandoah University**

**Five-Year Strategic Plan
2024-2028**

Mission: The mission of the Eleanor Wade Custer School of Nursing at Shenandoah University is to empower lifelong learners who provide evidence-based, compassionate care to promote wellness for all.

Vision: The Eleanor Wade Custer School of Nursing at Shenandoah University will be a recognized leader in educational and professional development with dynamic, diverse programs that span the continuum of learning. The humanitarian contributions embedded in the community by faculty and students will distinguish the School of Nursing as unique and strengthen the profession of nursing.

Philosophy of the School of Nursing: The philosophy of the School of Nursing is in accord with the purpose of Shenandoah University and has evolved from the belief that nursing, as an academic discipline and practice profession, leads care for diverse individuals and global society as an essential part of healthcare. Faculty believe influential nurses should demonstrate academic excellence, safe clinical care, competent technological skills, and consistently demonstrate compassionate leadership skills and professional behavior. Faculty value the uniqueness and individuality of all persons and encourage life-long learning, commitment, and integrity in our profession.

Abbreviations: These abbreviations are used in the document.

AACN - American Association of Colleges of Nursing

AANP- American Academy of Nurse Practitioners

ACME Accreditation Commission for Midwifery Education

APRN – Advanced Practice Registered Nurse

ARAP - Admissions, Progression, Retention and Advising Committee

BSN - Baccalaureate of Science in Nursing degree

CTLT - Center for Teaching Learning and Technology -campus-wide center that supports faculty teaching and scholarship

DNP - Doctor in Nursing Practice (clinical APRN focus)

FY – Fiscal Year

GCC - Graduate Curriculum Committee

GND -Graduate Department

HLSB – Health and Life Sciences Building

IDE- Inclusion, Diversity, Equity

IPE – Interprofessional Education

INOVA - Inova Health Care System

LAMP- Leading Across Multidimensional Perspectives

Loudoun Site – Leesburg, VA

Mentors – SON Student Mentors

NCF – Nurses Christian Fellowship

NONPF - National Organization of Nurse Practitioner Faculty

OMC - SU Office of Marketing and Communications

PGC - Post Graduate Certificate

Sigma Rho Pi - STTI- Sigma Theta Tau, International Honor Society of Nursing Scholarship - Chapter 422

SNA – Student Nurse Association

SON - School of Nursing

SU – Shenandoah University

UGND- Undergraduate Nursing Department

UGCC - Undergraduate Curriculum Committee

Theme One
Inspire Students Through Transformative Learning

Priorities	Opportunities	Responsible Entity	Achieve Date	Outcome
1. Expand learning experiences beyond the classroom.	<p>1a. Involvement in Global Citizen Project (GCP), Experiential Learning (GEL) (e.g., Rural Area Medical [RAM]), Research Day, Legislative Day, Professional Meetings, Service Opportunities, etc.</p> <p>1b. Interprofessional learning experiences, including the use of simulation</p>	1a. & b. UGND/GND SON Simulation Coordinator UG and Grad SON IPE Representatives SON International Liaison	1a.& b. FY 2024 - 2025	<p>1a. Students and faculty offered participation in GCP, GEL, RAM, Research Day and additional service opportunities in 2023-2024, 2024-2025.</p> <p>Ib. Poverty simulation and IPE learning experiences offered in 2023-2024, 2024-2025.</p>
2. Enhance quality of teaching and learning strategies for competency-based education	<p>2a. Implement active learning in each course to align with competency-based education.</p> <p>2b. Provide faculty development on active learning strategies.</p> <p>2c. Ensure faculty teaching in hybrid/online</p>	<p>2a. UGCC/GCC</p> <p>2b. Faculty Affairs</p> <p>2c. Associate Deans</p>	<p>2a. FY 2024-2025</p> <p>2b. FY 2024-2025</p> <p>2c. FY 2024-2025</p>	

	<p>courses complete the CTLT certification class.</p> <p>2d. Create assignment rubrics for consistency and transparency in evaluation and assessment.</p>	2d. UGCC/GCC	2d. FY 2025-2026	
3. Explore growth opportunities in current and new programs to meet student educational learning needs.	<p>3a. Undergraduate degrees</p> <ul style="list-style-type: none"> ● Hybrid Accelerated Second Degree ● Part-time BSN <p>3b. APRN</p> <ul style="list-style-type: none"> ● Emergency Nurse Practitioner ● Women's Health Nurse Practitioner <p>3c. Revision of PGC - DNP curriculum</p> <p>3d. BSN-DNP</p>	3a, b, c, & d. Nursing Leadership Council UGND/UGCC GND/GCC	3a, b, c, & d. Ongoing	<p>3a. Discussions continue about Hybrid Second Degree Program</p> <p>3b. Emergency Nurse Practitioner Program under curricular review and SACS report forwarded.</p> <p>3c. PGC-DNP Program revised for 2024-2025 with student enrollment</p>
4. Enhance Community Partnerships	4a. Continue advisory board and explore added members to reflect	4a, b, c, & d. Nursing Leadership Council Faculty Council	4a, b, c, & d. Ongoing	4 a. Advisory Board meetings held Fall 2023,

	<p>program needs and future direction.</p> <p>4b. Participate on advisory boards for local health systems, organizations.</p> <p>4c. Appointments of faculty in professional organizations (AACN, ACME, NONPF, AANP, etc.)</p> <p>4d. Collaborate on research, grant, and other opportunities with community partners.</p>	<p>UGND/GND</p>		<p>Spring, 2024 and scheduled for Fall 2024.</p> <p>4c. Dean serving as board member for VACN.</p> <p>4d. Collaborated on GOVA grant to support simulation education in 2023-2024.</p>
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Theme Two

Prioritize Student Success

Priorities	Opportunities	Responsible Entity	Achieve Date	Outcome
1. Use data for program improvement related to student outcomes.	<p>1a. Review and analyze data related to student academic progress.</p> <p>1b. Build on current processes to predict and support at-risk students.</p>	1a. & b. Assessment Council ARAP UGND/GND	1a. &b. FY 2024-2025	1a. Assessment review scheduled for September 2024 (Graduate and Undergraduate Nursing). ARAP monitors student performance at midterm and final and identifies trends.
2. Support student success initiatives.	<p>2a. Implement Stellic for UG students for consistent advising and up-to-date study plans.</p> <p>2b. Establish an advising handbook for faculty outlining best practices and expectations.</p>	<p>2a. UGND</p> <p>2b. ARAP</p>	<p>2a. FY 2023-2024</p> <p>2b. FY 2024-2025 and ongoing</p>	<p>2a. Stellic implemented by UGND. However, SU has decided to forgo the renewal of the Stellic Contract. Alternative methods for consistent advising documentation considered and currently underway.</p> <p>2b. Advising information and resources added to SON Faculty Handbook.</p>

	<p>2c. Consider implementing a coaching platform for student success with test-taking and study skills.</p> <p>2d. Increase awareness of student support services (student orientation, posting tutors/resources on the canvas page, collaboration with the University).</p> <p>2e. Support of student organizations (SNA, Mentors, NCF).</p> <p>2f. Consider a parent, family or friend session to help understand the rigors of a nursing program.</p>	<p>2c. UGND</p> <p>2d. UGND/GND Student Affairs</p> <p>2e. UGND/GND Student Affairs</p> <p>2f. UGND</p>	<p>2c. FY 2024-2025</p> <p>2d. FY 2024-2025 and ongoing</p> <p>2e. FY 2023-2024 and ongoing</p> <p>2f. FY 2025-2026 and ongoing</p>	<p>2c. Test-taking strategies seminar provided to all UG students in first semester of nursing courses. University offers study skills courses.</p> <p>2d. Canvas Student organization used to communicate information related to orientation, tutors, and resources</p> <p>2e. Faculty mentors/sponsors identified for undergraduate student organizations</p>
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<p>3. Continue to offer onboarding and development for adjunct faculty.</p>	<p>3a. Provide annual orientation/meeting</p> <p>3b. Create a Canvas organization that houses resources.</p>	<p>3a. & b. Associate Deans</p>	<p>3a. & b. FY 2024-2025 and ongoing</p>	<p>3a. Adjunct faculty orientation held in August 2024. Canvas Organization developed specifically for adjunct faculty (UG) to assist with needed resources.</p>
<p>4. Review prerequisite admission course requirements for all BSN program tracks to uphold an inclusive, diverse, and equitable market for all students.</p>	<p>4a. Complete a review of prerequisite BSN courses.</p>	<p>4a. UGND</p>	<p>4a. FY 2024-2025</p>	<p>4 a. Completed by Associate Deans and approved by UGCC in Spring of 2024.</p>
<p>5. Explore strategies for student self-care and self-awareness to support well-being.</p>	<p>5a. Implement strategies for student self-care and self-awareness.</p>	<p>5a. Student Affairs UGND/GND</p>	<p>5a. FY 2025-2026</p>	
<p>6. Develop strategies in and out of the classroom to support a sense of student belonging.</p>	<p>6a. Complete review of data related to AACN LAMP Survey</p> <p>6b. Implement strategies that enhance a sense of student belonging, in collaboration with university resources.</p>	<p>6a. & b. IDE Student Affairs UGND/GND</p>	<p>6a. FY 2023-2024</p> <p>6b. FY 2024-2025</p>	<p>6a. LAMP Survey completed, and results reviewed by SON IDE Committee and faculty.</p> <p>6b. SON IDE Committee created an action plan to support student belonging.</p>

Theme Three
Build/Create A World Class Learning Environment

Priorities	Opportunities	Responsible Entity	Achieve Date	Outcome
1. Maintain a high-quality learning environment on the main campus, at the Loudoun site, and in online/hybrid environments.	1a. Build out HLSB ground level (basement) with a focus on the goal of an additional large classroom. 1b. Apple airplay in campus learning labs. 1c. Expand simulation at the Loudoun site. 1d. Explore resources to support online/hybrid learning.	1a, b, c, & d Dean, as SON representative Director of Simulation CTLT Liaison UGND/GND	1a. FY 2024-2025 1b. FY 2025-2026 1c. FY 2026-2028 1d. FY 2024-2025	1a. Pruitt Hall HLSB Ground level classroom opened Fall, 2024. 1d. The Center for Transformative Teaching and Learning provides support for online teaching.
2. Improve faculty wellness and self-care.	2a. Advocate for Improved indoor equipment and facilities for faculty. 2b. Support healthy behaviors, including walk teams, meditation, healthy eating at SON events, and animal therapies.	2a.& b. Dean, Faculty Affairs/Faculty Senate	2a. FY 2024-2025 2b. FY 2024-2025 and ongoing	
3. Prioritize research and scholarship opportunities for faculty.	3a. Partner with Sigma Rho Pi for research and scholarship opportunities for faculty	3a, b, c, d & e. Dean Faculty Affairs Faculty Council	3a. FY 2024-2025 and ongoing	3 a. Research conference held in Spring, 2024 in partnership with Sigma

	<p>and students, including annual research day.</p> <p>3b. Seek interprofessional scholarship opportunities within SU.</p> <p>3c. Collaborate with Valley Health, INOVA, and other clinical partners for research opportunities.</p> <p>3d. Reestablish SON granted scholarship time and workload release for nursing faculty.</p> <p>3e. Encourage use of Faculty \$400 through Provost office, Faculty Development Grants.</p>		<p>3b. FY 2025-2026 and ongoing</p> <p>3c. FY 2025-2026 and ongoing</p> <p>3d. FY 2024-2025 and ongoing</p> <p>3e. FY 2024-2025 and ongoing.</p>	<p>3d. SON Scholarship release application updated and offered for 2024-2025 academic year. One faculty offered course release.</p> <p>3e. Faculty \$400 research/scholarship grant offered through Provost office. SON faculty representation on University Faculty Development Grant Committee and information shared are Faculty Council.</p>
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Theme Four
Achieve an Adaptive and Sustainable Financial and Educational Model

Priorities	Opportunities	Responsible Entity	Achieve Date	Outcome
1. Provide competitive faculty salaries with industry standards with attention to equity.	1a. Evaluation and adjustment of current faculty salaries concerning equity and industry standards.	1a. Dean of the SON, in collaboration with SU Provost	1a. FY 2024-2025 and ongoing	
2. Create a leadership organizational structure that fosters high-quality and effective educational programs.	2a. Defined leadership SON positions and responsibilities.	2a. Dean of the SON and Provost	2a. FY 2024-2025	2 a. Organizational structure and chart completed. Position responsibilities defined.
3. Foster enrollment through on-ramp and off-ramp processes that achieve student degree completion.	3a. Review and expand affiliation agreements with schools and universities 3b. Offer assured admission to graduate nursing programs with established criteria for current SU undergraduate nursing student alums	3a. Nursing Leadership Council ARAP GND & UGND 3b. Nursing Leadership Council GND	3a. FY 2024-2025 and ongoing 3b. FY 2024-2025 and ongoing	3b. Assured admission defined for BSN SU Alumni to apply/transition to graduate nursing education.

<p>4. Expand grant funding to support the mission and strategic plan of the SON.</p>	<p>4a. Provision of faculty development on grant writing.</p> <p>4b. Increase the number of grant proposals and potential funding to support the SON strategic plan.</p> <p>4c. Consider release time in alignment with implementation of SON faculty scholarship grant.</p>	<p>4a. Faculty Affairs, Faculty Council</p> <p>4b. Dean Faculty Affairs, Faculty Council</p> <p>4c. Dean and Associate Deans</p>	<p>4a. FY 2024-2025</p> <p>4b. FY 2026-2027</p> <p>4c. FY 2024-2025 and ongoing</p>	<p>4 a. Grant writing workshop offered to faculty at faculty council on September 15, 2023.</p> <p>4c. SON Scholarship release application updated and offered for 2024-2025 academic year. One faculty offered course release.</p>
<p>5. Foster ongoing relationships with alumni.</p>	<p>5a. Collaborate with OMC and Alumni Relations to establish outreach to SON alumni.</p>	<p>5a. Dean of the SON Nursing Leadership Council Faculty Council</p>	<p>5a. FY 2025-2026</p>	
<p>6. Collaborate with OMC to enhance recruitment to SU nursing programs</p>	<p>6a. Communicate and market the value of the nursing profession and an SU education/degree.</p> <p>6b. Capture alumni stories demonstrating the value of an SU nursing degree.</p> <p>6c. Creation of a SU SON Newsletter.</p>	<p>6a. & b. Dean of the SON, Nursing Leadership Council Faculty Council</p>	<p>6a & b. FY 2025-2026</p>	

<p>7. Provide graduate preceptor honorariums that facilitate clinical preceptor experiences.</p>	<p>7a. Explore options and processes to fund graduate preceptor honorariums.</p> <p>7b. Implement a process to communicate and apply graduate preceptor honorariums.</p>	<p>7a. & b. Dean of the SON Associate Dean of Graduate Programs Graduate Program Directors</p>	<p>7a. FY 2023-2024</p> <p>7b. FY 2024 -2025</p>	<p>7a and b. Graduate preceptor honorarium process defined and in place.</p>
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